



College AND UNIVERSITY Business



WHAT IS MEANT BY FUNCTIONAL EDUCATION?

HOMER P. RAINEY

President, Stephens College
Columbia, Mo.

A COLLEGE PROGRAM SHOULD GROW OUT OF A sincere faith in, and respect for, the worth of the individual. Each student should be looked upon as a distinct personality, with his own particular aptitudes and abilities which provide the potentials for self improvement and social usefulness.

This focus of attention upon the student and the student's development will lead to a number of distinguishing features in the organization and administration of education on campus. The first is the frank subordination of subject matter to the ends to be served, not learning for its own sake but learning that leads to better living, to self improvement, to greater personal and social competence. This, in reality, is the meaning of functional education. It results in the setting up of courses and divisions of instruction that serve certain categories of proved needs. Courses must constantly be adapted and new courses developed to the end that students may acquire the knowledge they need in meeting present and future problems.

Not only does this philosophy of need, when logically followed through, require curricular adjustment in terms of subject matter but also it requires flexibility and freedom in the adjustment of educational experiences to individual needs. For each student has his own quota of needs beyond and above the core of common needs that may be safely assumed for all. Hence the faculty must strive to know its students and attempt to individualize student guidance and student learning through a comprehensive counseling program, through a system of special "clinics" for students who exhibit certain special needs and through the differentiation of assignments and activities both in class and out of class.

The extension of the concept of education to include the development of the whole personality is a revolutionary change from the days when it was the accepted job of the teacher to keep order and teach what was in the books. Modern education is concerned more with boys and girls than it is with books and the ground to be covered. The

student is more important than the subject, and the latter has value only as it does something to and for the student. It is not surprising, therefore, to find progressive minded educators utilizing campus and community experiences as educational resources to supplement the learning of the classroom and the laboratory. The extension of the curriculum to include the total experience of the student is accomplished in unique fashion at Stephens College. A division of extra-class life has been set up, with its own administrative personnel, coordinate in every way with the usual curricular divisions. Thus the entire life of the campus is, in a sense, curricularized under directive guidance and supervision.

Another significant feature in a college program should be emphasis on religious, or spiritual, values. In this day and age, when our materialistic civilization has far outrun our social, moral and spiritual development, it is highly important in the education of youth to restore a balance of values, to provide an anchor of faith that will give greater meaning and purpose to human effort.

In the pursuit of its goals a college can well follow the experimental method. It can maintain a research service to assist the faculty in exploring new educational problems, in setting up experimental projects and in evaluating results. A research service can perform an important engineering function for the college by developing workable ways and means of instrumenting its ideals.

Since Stephens College is committed to a program of general education, it operates at the junior college level rather than at more advanced levels of specialization. But the fact that approximately 75 per cent of its graduates continue their studies in universities or senior colleges, and do so with credit to themselves and their earlier training, based on the principles outlined here, indicates that the college is doing a sound job of preparing students for academic success along with its broader purpose of training young women for responsible and useful living.



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Among the Authors



C. D. BYRNE

DR. CHARLES D. BYRNE, assistant to the chancellor and executive secretary of the Oregon State Board of Higher Education, has been active in educational affairs since 1921. Prior to his present position, he had faculty posts at the University of Wisconsin, Penn State, South Dakota State and Oregon State. He has done significant research on junior college transfers, coordinated control of higher education and similar subjects. Having visited most of the larger colleges and universities in the country to observe administrative procedures and to develop programs in instruction and physical plant, Dr. Byrne is now on a trip to Honolulu. Pet hobbies: horses and flowers; pet peeve: the newspaper funnies.



MRS. RONAYNE

MRS. FRANCES CONKLING RONAYNE, supervisor of dormitories and interior decorator at Stephens College, has been associated with the college ever since it admitted her as its first student in 1912, under the presidency of Dr. James M. Wood. Upon the death of her husband some years ago, Mrs. Ronayne studied interior decoration because she could practice it at home and remain with her small children. When later she worked as interior decorator in a store her greatest failing was telling customers that they already had too much furniture in their houses, a bit of candor displeasing to the proprietor. She has been in her present position since 1940.



JEAN VOORHIES

JEAN HUGHES VOORHIES, assistant professor of institution administration at Wayne University, has had an extensive career in dietetics and has written extensively on the subject. Queried about her tastes, she mentioned: "My husband, old silver, tailored clothes, labor saving gadgets and music by Debussy and Berlin." Mrs. Voorhies is also skilled in business organization, party arranging, pastry making, public speaking, swimming and accordion playing. A career woman, she has recently furnished a new home in the modern manner and has a new baby in its nursery.

VOLMER H. SORENSSEN, personnel consultant for the department of business and finance at the University of Wisconsin, has been successively a superintendent of schools, an industrial personnel director and a university representative.

FRED R. ECKFORD, comptroller of George Williams College, Chicago, has made accounting a hobby and a vocation since being graduated by Oberlin in 1934. He has been instrumental in the development of a textbook on accounting technics for nonprofit institutions such as schools, colleges, social agencies and religious groups. His present interest is in the building of a summer cottage.

Looking Forward

Eternal Vigilance Needed

WITHIN RECENT MONTHS THERE HAS BEEN INCREASED interest by state legislatures in the tax exemption status of nonprofit institutions. In more than one case the tax immunity of colleges and universities has been seriously jeopardized, in that legislation has been enacted subjecting them to the sales tax provisions of state statutes.

The best protection against such legislation is an attitude of eternal vigilance; such is the price of freedom. Legislation, often drafted in such general terms as to include those for whom it is not intended, needs to be carefully watched by college administrators in order to avoid tax inclusion. Recent instances of this alertness have been evidenced by college administrators in Tennessee and North Carolina.

It is much simpler to contact legislators in advance of the enactment of proposed legislation and obtain either specific exemption or deletion of the offending provisions. Certainly it is a less costly procedure than to be forced to bring the issue to courts for adjudication after the proposed legislation has been voted the law of the state.

Take a Letter, Miss Blue

"WHY DON'T PEOPLE HAVE THE DECENCY TO answer mail?" is the plaintive cry of people who have heavy correspondence responsibilities. To this query there seems to be no ready-made answer.

Colleges spend considerable sums of money for elaborate promotional or educational literature only to ignore an inquiry received as a result of its distribution.

A prominent public relations director says that the first thing he does on accepting a contract with a new client is to check the client's letter writing manners. The reason is, of course, that it does little good to design and produce a superior product and then ignore inquiries regarding its availability or use.

Sloppy habits of correspondence and poor writing itself may undo thousands of dollars worth of good will developed over many years. Officials know this—yet continue on their indifferent way to neglect or to offend correspondents.

Letters need to be given immediate attention, and the writer advised as to action taken. If the person

addressed is away on vacation or out of the city on business his letters should be acknowledged by his secretary. The same person who wouldn't snub a friend or acquaintance when meeting him on the street becomes downright ill bred through lack of courtesy in answering letters.

Too Much Busyness

AN EXECUTIVE DESK PILED HIGH WITH CORRESPONDENCE, reports and miscellaneous trivia is not evidence of a hard working administrator.

Some persons put in "desk time" with the persistent faithfulness of a pilot gunning for a better license rating. Slavishly they go to the office as if it were a badge of competence and performance. They confuse busyness with office routine as synonymous with good business performance.

The art of thinking warrants consideration in the day-by-day performance of a college business office. Chances are that a hard-pressed executive who takes time to put his feet on his desk and look out the window for purposes of concentration will come up with more usable ideas than the chap who is forever shuffling papers and complaining how busy he is.

Many administrators are not much impressed with the man who puts in a lot of hours at the office and always appears to be working overtime. He may be overloaded with work or perhaps he just doesn't organize his work well enough to get the job done within ordinary working hours. Usually a job survey will reveal poor organization.

Who's Next?

SOMETHING COMPARABLE TO THE PURDUE bleacher collapse may take place any day, an authoritative voice predicted last week. How is that?

In most cases colleges have purchased first class equipment—and then have neglected or abused it. Case after case is being reported of improper bleacher assembly, inadequate protection from the destructive effects of weather or the lack of a regular schedule of painting to reduce rust erosion.

A regular check of all devices that constitute a potential threat to student or staff safety should be instituted. Heartbreak, financial loss and damage suits are worth avoiding through such an example of forehandedness.



Acme

DEALING WITH *Legislators*

THROUGHOUT THE COUNTRY, STATE-supported higher educational institutions are confronted each biennial period with the problem of obtaining funds for operation and capital outlay from state legislatures. In recent years, with mounting costs and enrollments, and with growing competition from other governmental agencies for the tax dollar, institutions have met with stubborn resistance in procuring adequate financial resources.

To outline technics that will always be successful in persuading legislators to unlock the door of the state "till" is, of course, impossible. There is no universal prescription, which is probably fortunate for the taxpayer. Procedures that will work for one institution with one state legislature might be utterly fruitless in another state; similarly, a plan that succeeds one year may

CHARLES D. BYRNE

Secretary, State of Oregon
Board of Higher Education

produce dismal results two years hence with a different legislative personnel operating under changed financial or political circumstances.

There are, however, certain basic fundamentals in the approach to legislative bodies for funds which have stood the test of time. They are:

1. An educational and research program for the youth and adult population that meets the need of the state.
2. A widely informed and favorable citizenship.
3. A carefully prepared, well organized budgetary request, every item of which can be justified.
4. Sustained confidence of legislators and legislative committees in those

individuals of the governing board or the administrative staff who make the presentation.

5. A plan of presentation to state budgetary officials and to appropriate legislative committees that is clear and convincing.

No elaborate discussion is required on the first item although it is probably the most important. The institution which, over a long period of time, has turned out a good product—graduates who have been well prepared in their life pursuits and who have filled important niches in the life of the state—is in a favorable position to command support. Furthermore, a reputation of achievement and effective service to its constituency in research and adult education is a priceless asset.

On the contrary, the institution the graduates of which are dissatisfied with

the training they received and which adopts the "ivory tower" attitude in relation to the everyday problems of its citizenry will find it ever so difficult, regardless of technics, to obtain adequate support.

But it is not enough to have a superior program of education, research and state service. This must be accompanied by a long time effective program of information through the following channels:

1. A news bureau that keeps all the people fully informed of the activities and services of the institution.
2. An alumni association, with an effective alumni magazine, which assures a well informed and loyal following of graduates and former students.
3. A publication program producing catalogs, booklets, annual or biennial reports, research and service publications that are attractive, readable and informative.

A faculty and administrative staff alert to the opportunities of serving the constituency and to the importance of building good will and wide public approval.

The news bureau should not be a propaganda agency but an accepted purveyor of real news to the papers of the state; the alumni association must be more than a social organization and its magazine more than a gossip sheet; the publications issued must have purpose and substance and be distributed effectively; a corps of effective speakers from the administrative and faculty personnel must accept as an obligation the presentation of work of the institution, in season and out, to the people of the state.

AN HONEST BUDGET

What are the important aspects in preparing a biennial budgetary request? First essential is that it be an honest budget. Every item, every expenditure must be justifiable. There are institutions that operate under the plan of asking for more than is needed, with the excuse that the legislature will cut a certain amount anyway. This may work one year, but over the long pull the legislature will discover that the budget has been padded, confidence will be lost and succeeding requests will be discounted. A budget built according to needs with a fight, if necessary, for each and every item is the best long time policy.

Put the best foot forward in building the budgetary request. Make clear the distinction between tax funds re-

quested and institutional income such as student fees, sales and dormitory revenues. That does not mean that these institutional revenues should be hidden; a full accounting should be made to the legislature. But the arrangement of data should be such that the public and the legislators get a clear picture of the tax funds requested.

Some years ago, in a certain state, a biennial request was prepared by a so-called expert in public finance. He



combined all sources of revenue—tax funds, student fees, sales, dormitory receipts, athletic income and even student class funds—into a single budget. It totaled more than \$11,000,000. I would defy you to discover in the budgetary document that the state tax funds requested amounted to less than \$4,000,000. The \$11,000,000 total was given wide publicity, became fixed in the minds of the public and the legislators at a time when taxes were extremely burdensome. The result was a legislative cut of more than a million dollars which, on the basis of the large total, did not appear too drastic but on a percentage basis applied to the actual state fund request was fatal to the operation of the institution.

A clear distinction between operating funds and nonrecurring capital outlay or special improvement funds is also imperative. Likewise, accurate and understandable breakdowns on a functional basis such as for general instruction and campus purposes as distinguished from research or adult education or public service are important in making clear to legislators the relative cost of the several phases of the total educational program. Too frequently a legislator takes his pencil, divides the total request by the number of students and arrives at an astronomical figure for cost per student. Then it takes laborious and often unsatisfactory explanation to correct a wrong first impression.

The confidence of the legislators in those who must present the request is

a treasured asset. Once acquired, it should be guarded zealously. It can be gained by preparing an honest budget, by presenting all the facts with clarity and assurance, by keeping faith with legislative committees in any commitments that might be exacted in connection with appropriations, by being thoroughly informed and prepared to answer questions without hesitation or to admit frankly that you cannot answer a question, by a record of careful expenditures of funds previously appropriated, by guarding against expenditure of funds for purposes that are obviously of questionable educational value. The same confidence, hard to win, can be lost easily and quickly by the institution's representative being trapped in one minor misstatement of fact, by the slightest evidence of chicanery or by a single breach of faith.

In this connection, a personal acquaintanceship with all legislators, and particularly with the members of appropriating committees, is invaluable. Men who know one another well and favorably have bridged a large gap in human and business relationships.

The actual plan of presentation of the budget in a particular year or for a specific institution may employ many devices. Some miscellaneous and disconnected thoughts and experiences on pre-legislative procedures are set forth.

PRE-LEGISLATIVE PROCEDURES

1. A series of well written, illustrated articles in leading newspapers, both on the services performed by the institution and on the budgetary needs, will help to set a background of public opinion and introduce legislators to the problems ahead.

2. A brief, readable, illustrated biennial report, mailed out two or three months in advance of the convening date of the legislature, can be read by legislators in their leisure time. Too often biennial reports are placed in the hands of legislators after the session is started and must compete with volumes of other material that finds its way to the legislative desk.

3. A condensed, attractive publication setting forth in summary form the budgetary request and the arguments for general and specific items is useful for wide mailing to alumni, friends of the institution and to legislators. It should be interest compelling, well printed and illustrated but should not give the appearance of extravagance.

4. A series of talks before service clubs and other organizations in ad-

vance of the legislative session is frequently used by some institutions as a means of building an informed constituency. These talks will serve as a news peg for stories in newspapers, thereby reaching a large audience. There is an element of danger in a widespread campaign of this nature. Most legislators resent pressure tactics. Any approach to the general public should be kept on the informative plane.

5. Inviting all legislators to the institution considerably in advance of the session to view at first hand the needs of the institution has been employed by some institutions. This requires careful organization and can be effective only if relatively small groups are assembled at one time. It is time consuming both for the institution and for the legislators. It does take advantage of the old adage "seeing is believing."

6. An alternative is a personal call made by the institutional representatives to members of the legislature in advance of the session, the contact man actually sitting down with each member, singly or in small groups, and giving a careful detailed explanation of the budgetary request. Leaving with each legislator some printed, summarized information on the budgetary request will add to the effectiveness of these conferences. Experienced legislative contact men have long recognized that this rifle method of informing lawmakers has many advantages over a shotgun approach directed to the general public or large groups.

7. Some institutions utilize alumni extensively for prelegislative contacts with the lawmakers. If used, care must be taken that these alumni are thoroughly informed either through group meeting or through personal contacts.

8. In most states, the governor or some other state official is responsible for the preparation of the all-inclusive state budget. It is very important that a favorable report be made by this responsible state official to the legislature. In addition to a well prepared, written document, it is desirable, almost imperative, that a conference be arranged with this budgetary official at which the budgeting request is explained in every detail. This may take the form of an actual visit of the budgetary official to the institution to observe on the ground the needs of the institution.

9. In practically all legislative bodies a legislative committee, ways and

means or some other nomenclature, plays the major rôle in determining appropriations. Usually the recommendations of such a committee find their way into law. There have been instances in which institutions have attempted to take a hand in the appointment of key committees. This is dangerous practice. Long years ago I witnessed an institution engaged in such political maneuvering. It bet on the wrong horse. The results were fatal. A better practice is to accept committee assignments as they are made and then make sure that these key people are thoroughly informed.

These are just a few of the many opportunities that exist for pre-legislative work in connection with higher educational budgets. The devices and procedures that may be used during the legislative session are equally numerous and varied. In general, the procedures and practices must be adapted to meet the particular problems as they arise. I know of no formula that will meet all situations or guarantee largess on the part of a state legislature.

The following are some miscellaneous observations.

PRESENTATION TIPS

1. Usually the appropriating committee holds one or more formal hearings on an institutional budgetary request. Careful preparations must be made for these hearings. The individual or individuals making this presentation must be thoroughly informed on all phases of the budget and must be prepared not only to present the budget forcefully, confidently and clearly but also to answer questions without hesitation or stumbling.

2. Charts or other visual aids frequently add to the effectiveness of a presentation but these should not be overdone. I remember once overhearing a legislator remark, "Here they are again with those funny pictures."

3. Leaving in the hands of committee members a summarized version of the budgetary request and factual justification for it may be advisable. There frequently is a considerable lapse of time between the formal hearing and the formation of a decision by the committee. The summarized sheet may be effective in recalling facts and arguments at a crucial time.

4. The presence of a board member or members at formal hearings is advisable. A well prepared presentation by a lay board member frequently is

more convincing than presentation by a professional staff member.

5. Lobbying by faculty or other staff members should be frowned upon. All legislative contacts should be through one channel, except as specialists need to be called before committees to explain specific items or projects. Legislators are confused when information and arguments come from too many sources.

6. Close contact should be maintained throughout the legislative session. Some institutions keep a representative at the legislature at all times. This plan has the advantage of immediate knowledge of legislative activities, sensing sentiment of committees and individual legislators and being able to answer questions or criticism that may arise.

The disadvantage is that such a representative may be regarded as a lobbyist with resulting loss of prestige and effectiveness. The alternative is to have open channels of information coming from legislators themselves so that an informed representative of the institution can reach the capitol on short notice to deal with specific matters as they arise.

7. It is important that when committee decisions are made and are ready for conversion into legislative bills for action by the legislative bodies that the institutional representative have an opportunity to check these bills to see that the wording will not cause later difficulty in administering the provisions of the act. A proper personal relationship with committee chairmen will assure this privilege to the institutional representative.

8. In most legislatures and in most instances, committee decisions prevail, particularly in appropriation matters, and committee bills are usually written into law. Overriding committee recommendations on the floor of the houses is a difficult task, rarely advisable, and requires technics that cannot be elaborated on in this discussion.

My years of experience with legislators and legislative bodies make me humble in any attempt to outline a procedure for obtaining legislative support for a higher educational program. There is no "one way." For the most part, I have found legislators a fine group of sincere men, eager to support a worthy program of education. If I were to write a formula for successful legislative relationship, I believe six words would suffice: "Be informed, be sincere, be honest!"

Today's INSURANCE MAY BE INADEQUATE

FRED R. ECKFORD

Controller, George Williams College

ONE OF THE MANY POSTWAR CONCERNS of the board of trustees of George Williams College has been its corporate insurance. Economic changes, changes in physical plant and changes in operating practices have drawn attention to a growing need for restudy of the college insurance program.

In the spring of 1947 the board of trustees arranged for a special survey of the college insurance by a firm not previously acquainted with its program. This survey began with an appraisal of buildings at George Williams College in Chicago and at College Camp at Lake Geneva, Wis. It continued with numerous interviews between the college administration and the surveyors to discuss operations.

These conferences turned out to be a valuable part of the investigation and served to educate, to heighten awareness to insurance problems and to prepare for the final recommendations.

In September 1947 the survey was concluded with final recommendations.

Whereas the board of trustees has not acted upon these recommendations at this date, a special committee of the board and the administration have thoroughly worked over the proposals. It is hoped that a description of the recommendations growing out of this survey and comments concerning the college reaction to them will be informative to other institutions.

In theory, a survey such as this one should not be necessary. Ideal circumstances would provide an annual review of appraisals and coverages and also a study of any new institutional conditions and new types of insurance policies.

Practically, this is more easily said than done by many institutions, especially in a period as unusual as the last four or five years. Broker and institution alike drift easily into a routine of

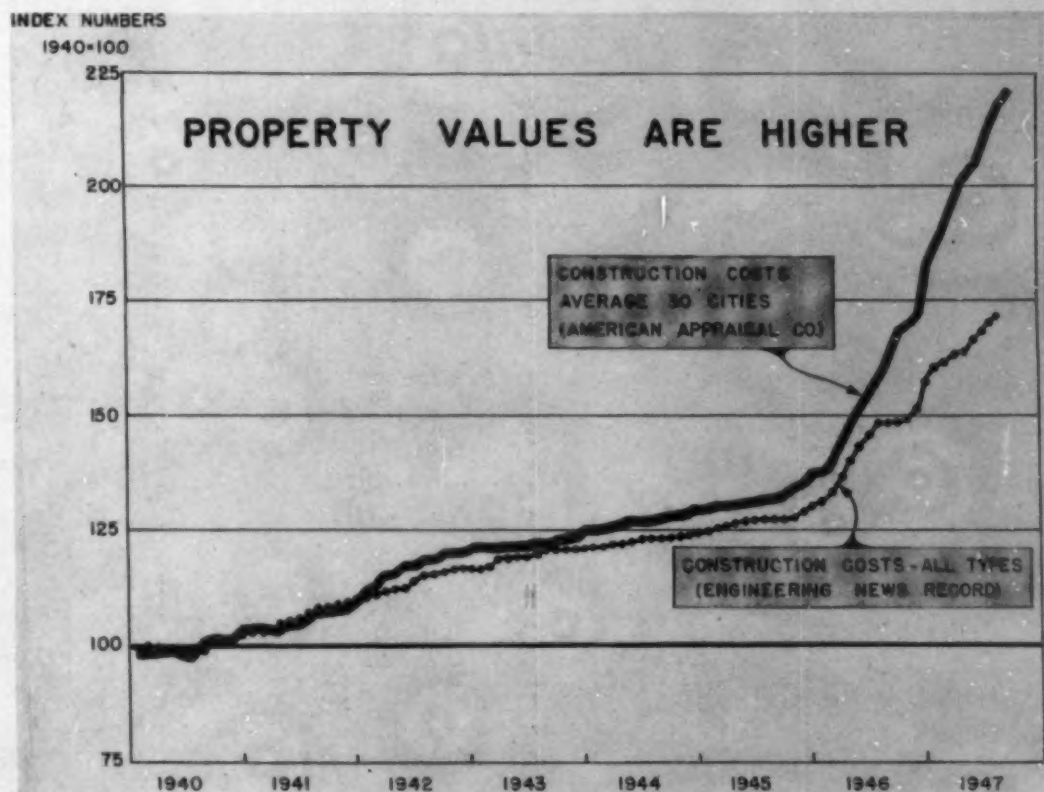
renewals and premium billing and paying, leaving for the future a more dynamic approach.

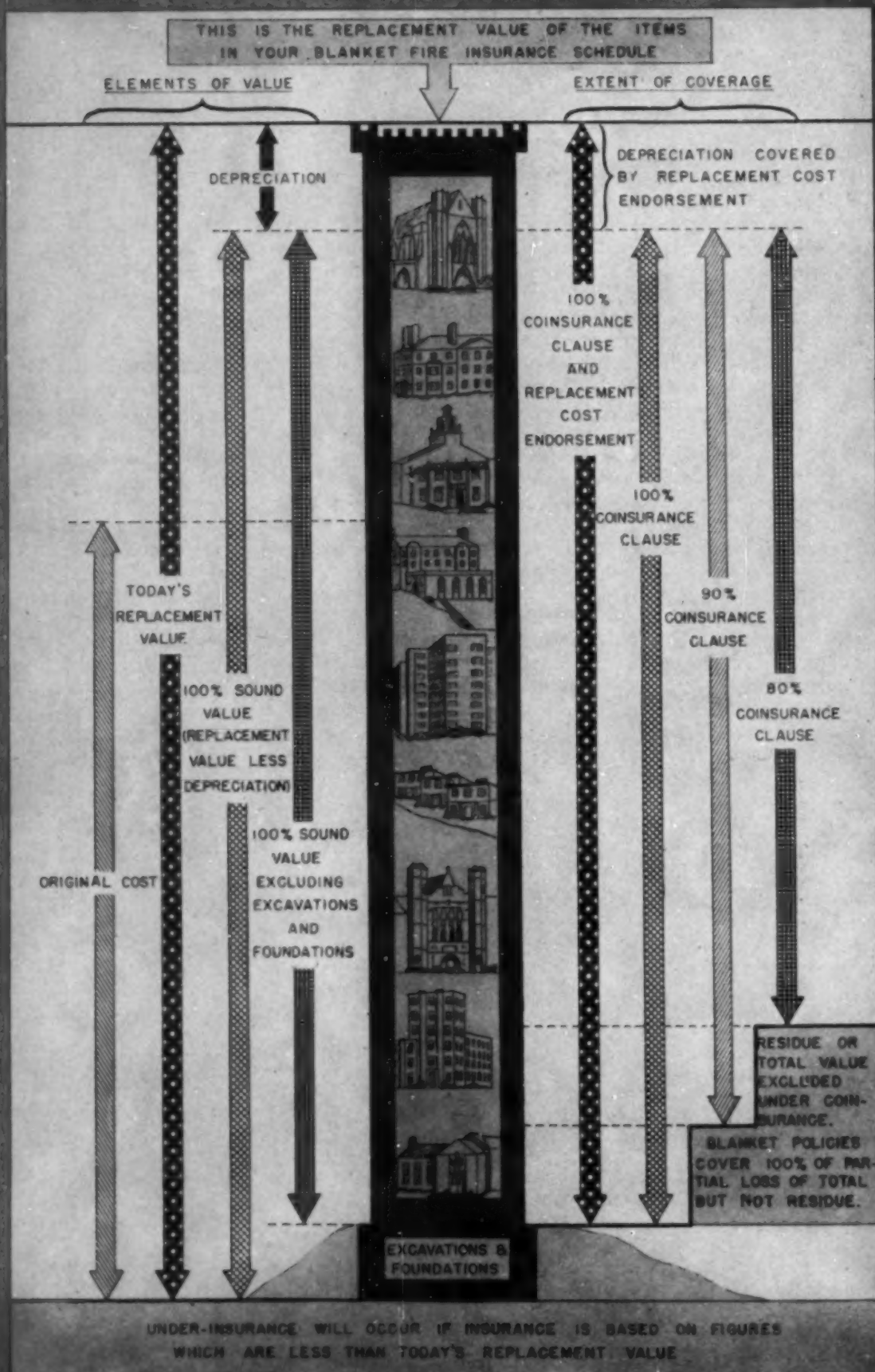
FIRE INSURANCE

The tremendous increase in construction costs since prewar days directly affects the amount of building insurance that should be carried. As the cost of replacement goes up, the coverage must likewise go up or the institution becomes a self insurer in a major way. Commercial interests have jumped into a scramble for fire insurance the last two years, stretching to an unusual extent the resources of the fire underwriters.

Even though the fire rates to institutions such as colleges and universities have not gone up as have general commercial rates, the results of inflation make insurance costs a real

When it comes to fire insurance, present coverage may easily prove to be too small. Boardman Bump of Mount Holyoke College illustrates this point in the graphs at the right and on the next page. These were presented to the Eastern Association of College and University Business Officers at its convention.





problem to an institution. In the present case the college reappraisal indicated a need of increasing premiums on the Chicago building 33 per cent and on the camp buildings 77 per cent, or a total increased cost per year of \$1281. The college budget, like that of any other institution, does not simply absorb amounts like these. The trustees will probably increase the actual coverage by about one half the needed margin, realizing fully the implications of the coinsurance features attached to the college and camp policies.

Fire insurance on building contents, because it involved an expensive inventory and appraisal process, was deferred and not included in the survey. It was suggested that the college might prepare its own appraisal from its records since this would likely be acceptable to the fire underwriters. Certainly, increasing fire coverage on contents by 50 per cent in a case such as this would be a conservative gesture toward full coverage today.

It was pointed out that the floater policy carried on visual education and photographic equipment and the policies on paintings and fine arts duplicate the fire insurance coverage unless such items are specifically excluded from the fire policies. This is a good example of a detail which is simple yet in practice may be overlooked by both the institution and the broker.

In connection with the fire insurance the survey suggested business interruption insurance. At the college this would take the form of extra expense insurance which would cover costs, up to the policy amount, of substitute facilities and readjustments during the period required to re-establish the damaged facilities after the fire loss. At the camp this would take the form of use and occupancy insurance to cover loss of continuing expenses and net income.

An important factor in a survey such as this is the pointing up of fire hazards which might be corrected and of preventive measures which might be adopted. Although these were nominal in the present instance it is possible for fire rates to be reduced through building and equipment changes.

The college (but not the camp) carries the extended coverage form of fire policy with insurance against direct loss or damage resulting from falling aircraft, explosion other than steam boiler, motor vehicle damage, riot, civil commotion and smudge.

AUTOMOBILE INSURANCE

Although it was found that the fire and theft coverage was less than the maximum that could be carried on one of the four trucks—these days the maximum is too little—the major concern was in the liability field. It is likely that the college will increase the limits on bodily injury coverage from \$10/20,000 to \$50/100,000. The difference in cost between the \$25/50,000 and the \$50/100,000 coverage is not so great as to bring favor to the \$25/50,000 coverage.

Collision insurance, although recommended, is too expensive for the college, which prefers self insurance in this instance. This is especially so because the four trucks seem to be subject to less than average hazards through the particular use made of them.

PUBLIC LIABILITY INSURANCE

In this case the college found that its coverage was uneconomically written on an annual basis, its policy limits were too low and there were too many uninsured hazards. For the same cost as before the college and the camp can increase the liability limits from \$5/10,000 to \$25/50,000 and be covered by a blanket form taking care of liability for bodily injury or death arising out of any operations including ownership, maintenance or use of premises; the consumption, handling or use—off premises as well as on—of goods or products sold, handled or distributed; liability assumed under contract, such as lease of premises and city permits; construction or demolition of buildings including alterations and repairs. However it can make exclusions relating to employees and independent contractors.

BURGLARY INSURANCE

Here again the college discovered its insurance policy and the method of its writing uneconomical to the extent that wider coverage may now be had for less cost. This better coverage is a broad form coverage available on money and securities which covers theft, larceny, destruction or disappearance, as well as robbery and safe burglary. Messenger robbery insurance is used only at the camp since Brink's Inc. handles the transfer of all funds in Chicago.

FIDELITY AND FORGERY BONDS

At nominal additional cost the college plans to shift from a name sched-

ule form of fidelity coverage to a \$5000 blanket position bond which would apply to all employees instead of eight. This not only extends the coverage to many more positions but gives coverage automatically when persons are replaced in positions. Specific excess coverage over the \$5000 will be arranged on several positions as a part of the policy.

It was found during the survey that the current forgery bond applied only to the principal office in Chicago so steps will be taken to include the camp.

BOILER INSURANCE

In this connection it was recommended that the college increase the limit of coverage per accident from \$15,000 to \$50,000 at nominal cost. A number of pieces of equipment containing steam pipes such as steam jacketed kettles in the kitchen were identified as not now covered by insurance and steps will be taken to rectify this.

OTHER INSURANCE

There were no recommendations to the college relating to the marine type of insurance on fine arts, cameras and the like. No changes were suggested for workmen's compensation, group hospitalization or group insurance. The hospitalization here at the college covers students and staff whereas the group insurance is a staff plan. Theft insurance on such equipment as typewriters and adding machines was not recommended because such coverage was considered too costly.

To summarize the foregoing detail and to pick out the general recommendations growing out of the survey, the following suggestions are listed.

1. Extend certain amounts of coverage in light of economic conditions, particularly in the fire and liability areas.
2. Be sure all hazards are insured or known and not omitted through error.
3. Centralize coverage when possible in broad forms.
4. Arrange automobile and fidelity policies automatically to cover replacements.
5. Put as many policies as possible on a three year basis.
6. Bring most expiration dates to coincide with the last day of the fiscal year of the institution, keeping the cash outlay between years balanced as much as possible.

PHILOSOPHICALLY CONTEMPLATED, registration is a process that begins with admission and continues throughout college life, but this discussion, fortunately for its readers, is concerned with procedural rather than with philosophical aspects of the subject. It proposes to treat in an elementary way the procedure invoked on those happy days in fall when new students are welcomed to the campus and old students have returned to resume their arduous attempt at intellectual achievement.

Probably there are as many types of registration procedure as there are colleges. Their similarities and differences depend upon the amount of data considered necessary and the idiosyncrasies of those in charge.

The following description of forms and procedures does not purport to establish an ideal but rather to depict a workable plan which, by elimination of unnecessary features and addition of others to suit particular circumstances, may be adapted to the needs of small colleges.

REGISTRATION FORMS

1. The directions for registration outline succinctly and in simple language step by step the process of registration.

2. The schedule of recitations delineates courses of instruction by department, number, period, classroom and instructor and indicates credit hours in each course. These schedules may be printed on a large sheet of paper or in pamphlet form.

3. The preliminary registration blank provides space in which the student enters his selection of courses in columns, classifying the information in the categories indicated on the schedule of recitations. This can conveniently be printed on the reverse side of the directions for registration furnished students.

4. The information card supplies personal data in regard to the student and his parents. A convenient size is 4 by 6 inches. These cards may be printed in multiple form separated by perforation for reference in the registrar's office and such others as the deans', admissions and business offices.

5. The term "registration card" is used to designate several cards printed together. It is approximately 12 by 15 inches and is perforated for detachment into the following divisions:

Registrar's Card (6 by 5) provides space for the same information as

contained on the preliminary registration program with a line at the bottom for acknowledgment of payment by the treasurer. The reverse side is an enrollment card with blanks for name, class, home and college addresses, telephone number, adviser, major and date.

If there is a foreign language requirement, registration for foreign languages is approved on enrollment card by the chairman of one of the foreign language departments. There is space on the information and registration cards to indicate whether the student is a veteran and, if so, whether under Public Law 16 or 346.

Dean's Card (7½ by 5) provides space for hours and grades, personal information, name, adviser, student's major and list of courses similar to the registrar's card. On the reverse side is printed an absence record which, of course, is not filled in by the student.

Student's Card (4½ by 5) is intended to give the student a record of his courses in the same form as the registrar's card. On the reverse side he may enter his recitation schedule.

Class Cards (3 by 5), six in number, are included, each one used to be signed by the instructor in the particular course to which it pertains, specifying class number and period, credit hours and grade. For convenience of reference, the registration card is printed in a different color for each class, that for the freshmen being appropriately green.

Summary of Student's Grades indicating courses completed and requirements to be met is compiled. This may be on summary sheets or in the form of a record book which is an official memorandum of the student's requirements and credits and is retained by him throughout his college course. It provides space for advance credits, if any, and contains directions in regard to the field of concentration and space for grades in each semester

of the student's college attendance.

Student Account Sheet indicates semester charges and financial arrangement for settlement of the account and provides space for credits either by machine or by hand bookkeeping. A duplicate may be used as the student's receipt and a triplicate is sometimes used for information of the registrar's office. This form may not be regarded academically as an instrument of registration but financially it has its importance.

FRESHMEN REGISTRATION

Some colleges provide special periods at which freshmen register; others prefer to have them take their place in line with upperclassmen. Regardless of this distinction, the preliminary steps are different; therefore, it is necessary to describe these procedures separately. A day and a half, constituting three periods of three to three and one half hours each, is usually sufficient for registration. If freshmen register separately one period should be enough for the purpose.

1. New students are required to be on campus several days in advance of upperclass students. On arrival, they receive directions for registration, notice of time at which they are to appear at the registration hall, the recitation schedule and a blank for the preliminary registration program.

2. A meeting of all new students is called to which they are asked to bring these forms, the use of which is explained to them by the registrar. Tables are provided at which they may fill in the information cards. Faculty counseling is explained to them.

3. A committee of deans and the director of admissions select advisers for freshmen. These appointments are made before the students arrive. Department chairmen are not expected to serve with this group because so much of their time is consumed in advising majors in respective departments and other students who seek advice from them on recommendation

REGISTRATION PROCEDURES

BRUCE POLLOCK

Business Manager and Treasurer
Carleton College

FOR SMALL COLLEGES

*By eliminating unnecessary features,
Carleton now has plan that works*

of appointed advisers. A meeting of advisers is called by the dean of the faculty at which they receive instruction in regard to registration procedures and counseling. The adviser is given a file supplying data on each student assigned to him.

The number of students assigned to one adviser is limited. The fewer the better, but, if necessary, a faculty member should be able to take care of from 15 to 20. The dean of the faculty notifies the faculty members of their appointment as advisers. The dean of men and dean of women, respectively, notify the advisers and students of appointments for consultation which are scheduled for at least a half hour.

4. The student in consultation with his adviser fills in the preliminary registration program and takes it with him to the registration hall at the appointed time. From then his registration proceeds in the same manner as that of an upperclassman.

FOR UPPERCLASSMEN

1. On arrival on campus, upperclassmen receive directions for registration, notice of time at which they are to appear at the registration hall and preliminary registration program. If these forms can be mailed to them before their arrival, these procedures will be facilitated.

2. A student is expected to consult the adviser appointed for him as a freshman until his junior year, at which time the chairman of the department in which he majors replaces his former adviser.

3. A registration hall or bureau is established in a building having sufficient space and conveniently located. The building may be a gymnasium, library, auditorium or any building with adequate space. Several doors to the room are desirable in order to avoid confusion and to provide the easiest flow of traffic. Tables or desks are placed with the same purpose in mind.

In addition to space for each academic department arranged alphabet-

ically, tables are provided for the deans and staffs of the registrar, treasurer, veterans' administrator and for student use in completing forms. If necessary, lines may be maintained by use of cords. Signs are placed on the tables or hung above them to designate the respective departments. The accompanying diagram shows a workable arrangement.

4. Congestion may be avoided by providing for appearance of a limited number of students in a specified time. This can be accomplished alphabetically or by assigning each student a number. About 100 an hour seems to be a reasonable objective.

Rest periods of fifteen minutes each midway in the morning and afternoon sessions afford a chance to catch up if, for any reason, the students have not been able to progress on schedule. Separate registration for veterans can be arranged by scheduling separate periods for them.

5. At the entrance to the registration hall students receive information cards which they are expected to fill out in every detail with ink, printing their names in capital letters very plainly. Some registrars prefer to have their staffs fill in these cards in order that they may be more legible and uniform; however, unless a large staff can be assigned to the task, it is more expeditious to have the students perform it themselves; besides, they haven't much else to do at the time.

6. The student exchanges his information card for a registration card at a station located immediately before the department tables.

7. Having filled in his preliminary registration program and obtained his adviser's approval, the student proceeds to the department stations to have his class cards approved for each subject listed. If the section he has chosen is already full, it is necessary for him to make a second choice.

8. After the class cards have been approved, the student writes his schedule on the regular registration card in

the various places provided—that is, the registrar's card and dean's card and the student's card—and the reverse sides of the registrar's card and the student's card.

9. The number of students permitted to register in a section may be left to the determination of the departmental chairmen who will refuse additional enrollment when the limit is reached and will notify the registrar; otherwise it can be made the responsibility of the registrar. As sections are closed, notices to that effect are posted on a blackboard prominently displayed.

It seems desirable to relieve the registrar on these days which, despite well planned organization, are bound to be disturbing for him and to assign the responsibility to the departmental chairmen so that approval by the registrar, when the card is finally submitted to him, is expedited. Precedence is given upperclassmen who have elected the course in preregistration. Admittance of others and of freshmen is determined by their place in line.

10. The student then brings his completed registration card, from which none of the cards has, as yet, been detached, and his preregistration card or preliminary registration blank to the registrar's table for final approval.

11. At long last comes that part of the proceedings of special interest to business officers. Upon approval by the registrar, the student proceeds to the treasurer's section where he leaves the registrar's card and makes settlement of his account. This process can be facilitated by preparation of the account sheets some time in advance. Colleges that have adopted a flat fee have an advantage at this juncture inasmuch as it is not necessary to await completion of registration to enter laboratory and other special fees, but, if not, much information can be inserted on the account sheet so that the final entries require only a modicum of time.

Notes for deferred payments and student work and work contracts can also be prepared in the main, assuming that applications for these concessions have previously been received and acted upon. The student is given receipt for payment and the student card which has been detached from the registrar's card.

12. After settlement of accounts, veterans proceed to tables assigned to the veterans' administrator and his staff, which has been augmented for the occasion. Here requisitions for

REGISTRATION card is really a series of cards printed together. For convenience, this large card is a different color for each class; the freshman card naturally is green.

REGISTRAR'S CARD				CARLETON COLLEGE CLASS CARD			
Name	Section	First Name	Class	Name	Section	First Name	Class
Period	Department	Section	Room	Period	Department	Section	Room
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books and instructional equipment are completed. These requisitions can be prepared by the clerks from the student's card while the veteran goes merrily on his way. The requisitions are delivered to the bookstore to be filled and the card is returned to the student in campus mail. In schools that have adopted preregistration, requisitions can be prepared during the summer and only those involving changes or for new veteran students need be compiled at time of registration.

13. Upon approval by the treasurer, information and registration cards with student cards detached are delivered to the registrar's office which retains for its records the registrar's card and delivers the deans' cards and sorts the class cards for delivery to the respective instructors who are expected to call for them during a brief period before classes begin on the first day of recitations. Each instructor is given class cards for each course.

14. Penalty for late registration can be assessed progressively, that is, \$1 or multiple thereof for one day, \$2 the second day and \$3 the third. Many colleges, however, prefer a single charge for this dereliction.

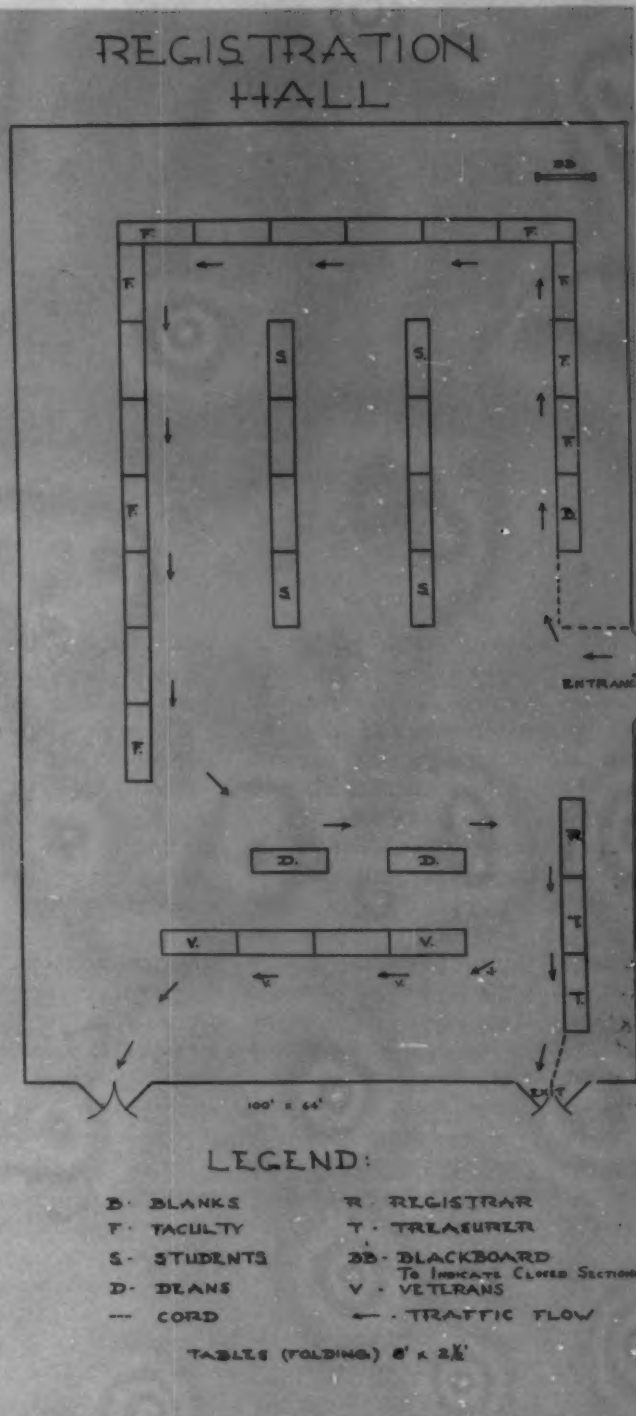
If a college has facilities for taking photographs of students as part of the registration program, time and space for that purpose can be allotted at some convenient stage.

These remarks pertain to registration for the first semester. Similar arrangements can be made for the second semester, but in the main they are unnecessary. It is easier to provide space and registration forms, preferably in the vicinity of the registrar's office, a month or more before end of the term, where students may call at their convenience to inspect the schedule of recitations for the second semester and complete registration upon the registration card. Settlement of accounts in the treasurer's office can be stipulated a reasonable time before the beginning of the second semester.

At midyear it will probably not be found necessary to notify students to appear by contingents either alphabetically or numerically for registration or settlement of accounts, but this method may be adopted for convenience of the registrar's and treasurer's offices.

Many colleges follow the practice of preregistration in the spring which simplifies the process in the fall much as that for second semester registration is simplified. The student must consult his adviser and bring an approved

DIAGRAM OF
registration hall,
Carleton College



program for succeeding years to the registrar's office.

The most serious objection to this procedure is the number of changes in registration which occur, thereby diminishing its value to that extent. An inducement to mitigate such changes may be offered in permitting students who are making no changes in their preregistration to register in the fall at certain periods in advance of other upperclass students and to give them preference in filling limited sections. A by-product of preregistration is the more definite indication that the book-

store receives of the kind and quantity of books to be ordered.

Registration can be greatly facilitated by use of business machines. It is possible to put through the line a much larger number of students in a given period; assembling cards and production of statistics are expedited remarkably. Immediately at the close of registration, information is available.

Use of these machines, however, in most of the smaller colleges does not appear feasible because of the comparatively high cost and inability to provide utilization for other purposes.

TECHNICS FOR DEALING WITH

Employees

VOLMER H. SORENSEN

Personnel Consultant
Department of Business and Finance
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TODAY INDUSTRY LOOKS TO EDUCATIONAL institutions for help in employee relations. We must do more than provide statistics, theories and data. We must set an example for humane, democratic, enlightened leadership in the field of employee relations.

Our professors speak glibly of employee responsibilities and we must demonstrate the practicality of such procedures. This does not mean that we must apply all the theories that are advocated in the classroom. Rather, it suggests that we experiment until we find those methods which, suiting the needs of our institution best, give the employee the best possible treatment. What we do in the field of labor relations may stand as a pattern for industry in helping solve its employee problems.

GET CLOSE TO LABOR

Recently, the problem of labor groups has become important. In determining policy, we must be certain that we preserve a free and democratic spirit. We can never afford to be antagonistic to labor. Rather, let us capitalize upon our position as educational leaders and promote understanding and cooperation between management and labor. Educational institutions are in an enviable position to do this because they are not operating for profit. This makes it easier for us to work hand in hand with employees. We have the privilege and the responsibility of helping the employee obtain better working conditions and live a full and worthwhile life.

Any philosophy of labor relations needs to take into consideration the employee's need for preservation of

human dignity and his rights as a citizen to organize, as well as his deficiencies.

The primary reason for poor leadership among our employees, particularly in their labor organizations, is lack of training. We can never expect to get the proper kind of leaders unless we prepare our workers for such posts of responsibility. If we condemn labor leadership, we have only ourselves as educators to blame. Somewhere along the way our democratic educational process failed to develop the attitudes we expect from leaders. This should be the obligation of the public school curriculum to which all of us at one time or another have been exposed.

Finally, in determining a philosophy, there must be courage and willingness to develop and perpetuate good employee relations. This means getting close to labor, finding out what the employee is thinking, wishing and wondering. This can be done only by personal contact. Admittedly, we are all busy and personal contacts take time. Yet, if we fail to establish a personal relationship with the individual worker, we must expect him to turn to someone else who will be willing to champion his cause. Too often this is someone from outside the institution.

Employee organizations may be used with good results. By maintaining friendly cooperative relations with the leaders, many helpful results can be obtained. The leaders can pass on to us the gripes and grievances of the members; they can make suggestions for improving the work or the administration, and they can transmit back to their members information and good

will about the institution and its management.

One must be careful to avoid "horse trading" tactics in dealing with employee organized groups. Rather, let there be a give-and-take procedure based on sound reasoning. This will go a long way toward stimulating contentment and happiness among the employees.

SPECIFIC TECHNICS

Education and Training. Employee education has already been suggested as a necessity. No institution has the right to excuse itself from a training program. We must make our employees aware of their rights and privileges. If they are not properly informed, we cannot expect them to react intelligently.

Evidence indicates that extending such training to stewards representing employee groups is also valuable. Since most stewards are chosen for their interest or availability rather than for their ability along certain lines, it is mandatory for good labor relations that they know and understand their work.

Grievance Procedure. Every employee deserves the right to air his problems and to have some means of solving them. Means must be provided so that all employee problems, large or small, may be given prompt attention. If the institution provides such an internal safety valve, there will be less recourse to off-campus counseling.

Counseling. Every institution should maintain an "open door" policy which permits employees and labor officials to come in at any time for advice and consultation. Such a policy provides a needed catharsis for mental conflicts and disturbances, often preventing the growth of unpleasant situations.

Employee-Management Committee. When employees can elect some of their own members to sit down with representatives of management, they immediately feel that they have a part in the planning and administration of the institution. They experience a warm feeling of belonging, of having significance in the whole structure. This is a potent public relations factor. But, such a committee has another more important function. It provides a place in which specific problems may be examined and studied by a special group of experts who have the power to submit vital recommendations to top management. This type of consideration can probably be obtained in no other way.



The bequest for this library stipulated a Colonial building but the plan is functional.

COLONIAL LIBRARY ON MODULAR PLAN

RALPH H. PARKER

Former Director of Libraries*
University of Georgia

WHEN THE LATE MRS. ILAH DUNlap Little drew her will bequeathing the bulk of her estate to the University of Georgia for a library building, she included two unalterable conditions: the building should be located on the site of the Chancellor House, long the home of the heads of the university; it should be of Colonial architecture with white columns all around.

It is certain that the donor had only a vague conception of the requirements for a library building in a growing university but the conditions imposed have not hampered the plans for the building. In fact, they have provided a framework on which the architect, the librarian and the university administration could build a fitting memorial in keeping with the traditions of the campus, yet admirably meeting the functional requirements for a library building.

The site is ideal—at the end of one of the two main quadrangles and at the crest of a long gradual incline commanding a sweeping view of the newer part of the campus. Alfred M. Githens of New York was selected in 1945 as architect for the building and plans have been approved.

The structure will be a rectangular building 166 feet across the front and 148 feet deep and will consist of three main floors, basement and attic book-stacks and an air conditioning pent-

house. Except for the free standing classic columns across the entrance way, those around the building will be engaged, forming pilasters against the red brick walls.

REQUIREMENTS

It is hard to predict what will be needed in the future but it was decided that provision must be made for seating at least 25 per cent of a student body of 5000. Under the current veteran pressure, enrollment is a little more than 4000 but it may eventually reach the higher mark.

Since libraries double in eighteen or twenty years, it was decided that we should provide for at least 500,000 volumes in the stacks—enough space to last thirty years. In all probability, the building will be filled sooner as a result of accelerated flow of gifts.

Consideration has been given also to needs for work space and facilities for graduate students and faculty research workers. The adequacy of these unseen spaces determines to a large extent the effectiveness of library service.

Before planning the building, it was necessary, too, to settle once and

*Now librarian, University of Missouri.

for all the organization of library service: centralized *versus* the departmental library system. The former is without question more economical to operate but proponents of the latter point to the increased availability of material and improved service resulting from the special training and experience of the departmental librarian.

The proposed building is a compromise between these extremes. Seven or eight subject reading rooms, each with a specially trained librarian and each offering all types of service—reserve, reference, periodicals and general circulation—will replace the traditional general reading and reference rooms with separate reserve rooms.

In fact, there will be several divisional libraries in one building where central administration and supervision can permit longer hours of opening than can be maintained for the same cost in separate buildings. It will be possible to borrow any book from the central circulation desk at any hour whether the particular reading room is open or not.

Closely associated with these subject reading rooms will be seminar, conference and typing rooms, individual faculty studies and carrels for graduate students. Traditional classes are not to be held in the library building but the possibility of small class groups meeting in rooms with the literature of the subject is promising.

Two other considerations given long thought were air conditioning and flexibility of interior arrangement. These two factors were finally listed among the essential requirements and, curiously enough, have proved to be closely intertwined in construction details.

FUNCTIONAL CONSTRUCTION

The building exterior will be in the classical revival mode seen on many university campuses but the interior will be purely functional, deriving its beauty from simplicity of treatment. The structure itself partakes of this functional design and permits the required flexibility.

To achieve maximum flexibility it was necessary to compromise ceiling height between that of traditional reading rooms (15 feet or more) and that of traditional bookstacks (7 to 8 feet). The height of the first has been determined by habit, that of the second by the height of a woman's reach. With air conditioning, it is not necessary to have ceilings in excess of 8½ feet in the clear, only 6 inches more than the height of many traditional bookstacks. Except for the main first floor, the floor to floor height of the Ilah Dunlap Little Memorial will be 9 feet 6 inches with one foot

consumed in the floor-ceiling construction. The first floor will be 11 feet in the clear.

The construction is modular, based upon an 18 foot module. Hollow steel columns 20 inches square, spaced 18 feet on centers in each direction, support the floors. Portable walls, preferably acoustically treated metal panels, will fasten to concealed connectors in the columns. All furniture, bookstacks and other equipment are supported by the floor and are removable at will.

Except for bays designed to provide vertical transportation and plumbing, each bay is identical with all others and can be used for any purpose: storage, office, study, bookstack, workroom or reading room.

The floor is formed of inverted U-shaped steel pans 2 feet wide, supported by girders passing the columns, bolted together and covered with concrete and rubber tile or linoleum. Perforated acoustical material will be clipped into place to form a perfectly smooth ceiling beneath. Recessed troffers for fluorescent lamps placed in each third floor pan and covered with egg crate baffle will provide a row of lights each 6 feet.

The columns will serve as ducts for conditioned air which will be spilled

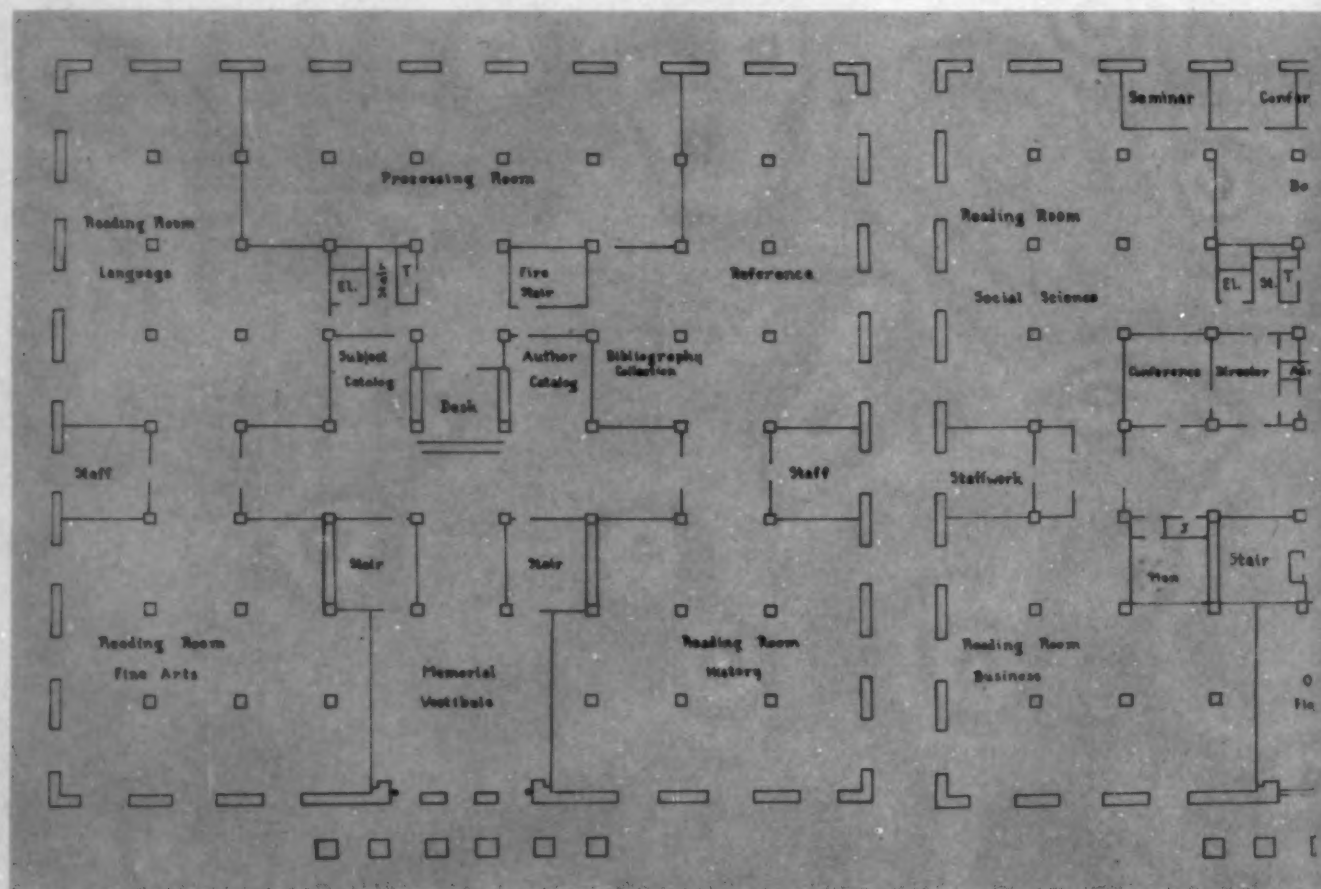
into channels in the ceiling construction, formed by the girders and floor pans, and will be filtered through the ceiling into the room below. The flow of air to each bay will be independently controlled. Thus complete flexibility is achieved: each bay carries its own lights and air, each is identical in dimensions and walls can be erected as desired. There are no visible ducts, no beams and no registers to limit the utilization of a bay.

The boiler is in the basement; the air conditioning—humidification, dehumidification and filtering—is in a penthouse. Each of these sections of the building will be fireproofed by concrete coverings to the steel elements and protected by sprinklers. In the rest of the building, the columns will be uncovered to preserve the precise spacing necessary for easy interchangeability of fixtures.

INTERIOR ARRANGEMENTS

The interior arrangements shown on the plans are tentative, as indeed they may be even after the building is completed and occupied. The purpose of the present arrangement is to put together those operations most closely related.

As a result, the general card catalog and the bibliography collection are



together and touch the central circulation desk, the reference room and the cataloging and order divisions. Achieving this relationship meant the elimination of all closed stacks on the first floor and possibly reduction of valuable reader space. But the advantages were thought to justify the decision.

All main reading spaces are on the first and second floors; only users of the rare book room, seminars, studies and carrels will use the basement, third and fourth floors. With the short flight of stairs to the second floor, maximum crowds should be moved with little confusion.

The eight main reading rooms are arranged so they can be supervised by as few as four and possibly even two people. Since each room, with one possible exception, adjoins the central stack, it will be possible for an attendant at the central circulation desk to enter any room closed to the public and procure books desired as if they were in the central bookstack itself. It is from this availability of material that the library will derive its chief advantage over departmental libraries.

Each reading room has open shelf capacity of approximately 9000 volumes so that 72,000 will be provided in the eight rooms. This large collec-

tion on open shelves, if properly selected and kept weeded out, should provide for 85 per cent of the total library use, making the general stack essentially a reservoir for research materials.

Seminar and conference rooms are available both through the stacks and from public corridors and are expected to be used extensively for informal discussions as well as for formal group meetings.

Ample provisions for rare books and archives have been made. A large reading room, display room, offices and preparation rooms will be supplemented by rare bookstacks that will be expandable as needed. In addition, individual studies for persons doing research with rare and archival materials are included as are special storage and reading facilities for microfilm copies.

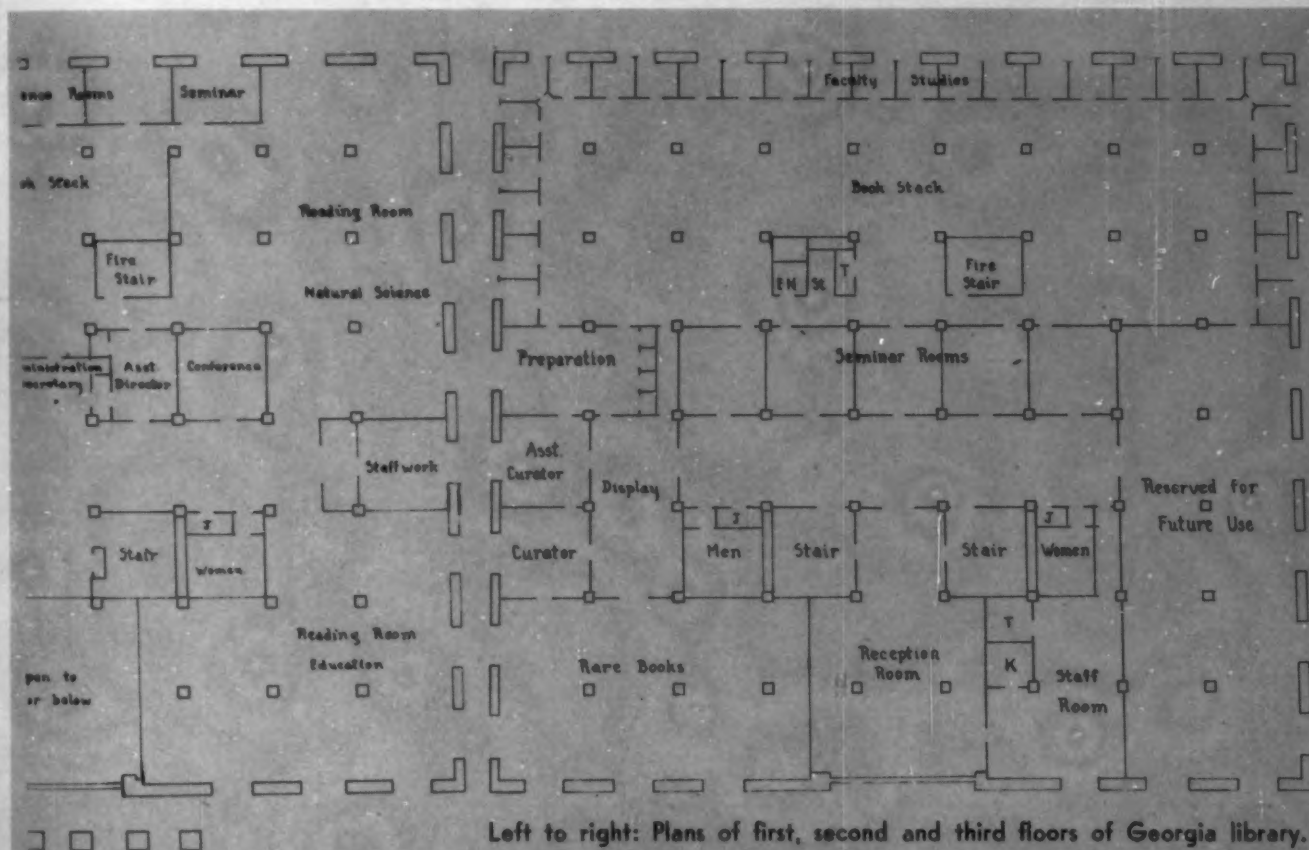
The entrance to the building will be through a memorial vestibule in which will be displayed certain art objects of the donor. Above the vestibule, a reception room housing more of Mrs. Little's personal possessions will be used for formal receptions by university groups. A lecture room to seat 200 will be equipped for film and sound use and will supplement the

music listening rooms in the fine arts section.

A photographic laboratory for the production of microfilms and photostats will include facilities for making enlargements of all types of pictures. There will be ample storage for films, and projectors will be available for use in a number of the small seminar or conference rooms in addition to the film reading cubicles in the rare book section.

The plans presently provide, in addition to the bookstack capacity of 520,000 volumes and the open shelf capacity of 72,000 volumes, storage for 100,000 maps, 10,000 phonograph records, 50,000 plates, prints and pictures, 5,000,000 feet of film and 1,000,000 manuscript documents.

So long as the total cubage of the building is sufficient, shifting of interior arrangements will defer the need for expansion. When the 1,500,000 cubic feet is crowded, however, expansion can be made in three directions. Wings at either side can be extended as far as needed and basement bookstacks can be extended at the rear, forming a terrace. The modular construction will make these extensions simple and hardly more expensive than original construction.





MINNESOTA GARAGES GO UNDERGROUND

J. C. POUCHER

Director of Service Enterprises, University of Minnesota

AS NEW BUILDINGS WENT UP ON OUR campus, the available outside parking areas were reduced. To offset this to some extent, the University of Minnesota has three underground garages having a total capacity of 570 cars. These garages were a part of the construction of other buildings.

The first of these was established when the Northrup Memorial Auditorium was built in 1927. Located under the plaza, it has a floor area of

24,480 square feet and provides space for 125 cars. Fairly wide aisles enable additional cars to be parked when necessary.

The second garage is located under and just north of the Center for Continuation Study. It has a double door entrance-exit with a wide ramp up to the street. The floor area is 55,210 square feet marked off into 215 live

storage spaces and 10 dead storage spaces. The attendant's office is a few feet from the exit. A tunnel, open for use during the winter and on evenings when the auditorium is in use, connects this garage with the auditorium.

The third garage, located on the ground floor of the Coffman Memorial Union, has two double door entrance-exits. The east door is used only as an

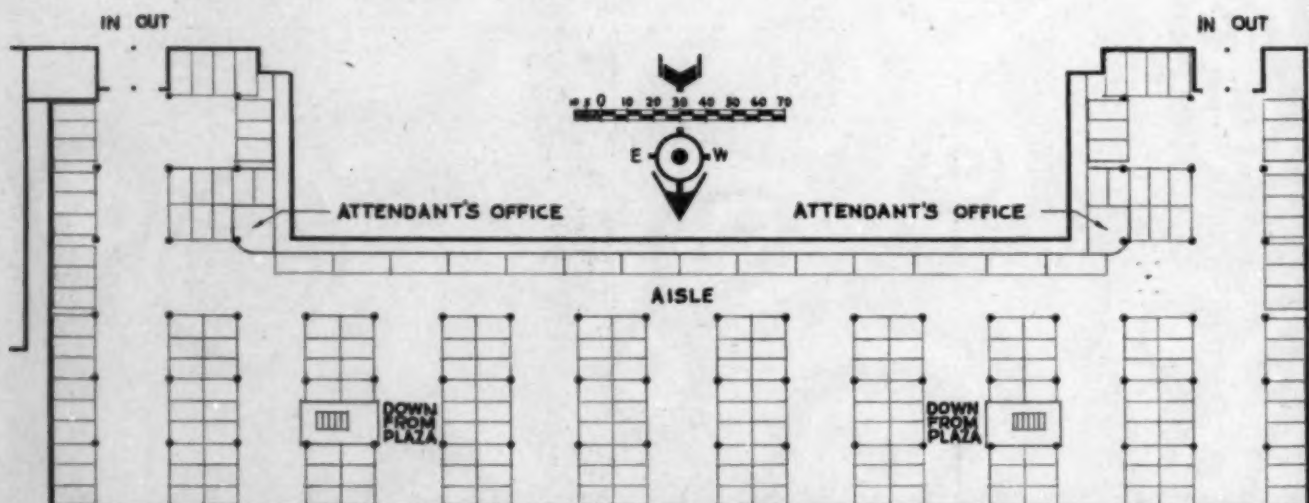


DIAGRAM OF COFFMAN MEMORIAL UNION GARAGE
UNIVERSITY OF MINNESOTA

auxiliary entrance-exit when there is an unusually large number of cars to be handled in a short period of time. The floor area in this garage is 55,820 square feet and it is marked off in 215 live storage spaces and five dead storage spaces. There is an attendant's office beside each exit to control the traffic.

These garages are operated entirely by students. There is a general manager for all three and a chief attendant in each garage. In the auditorium garage we have three part time student attendants in addition to the chief attendant. This garage is used for daytime parking only. The Continuation Center garage is open twenty-four hours a day. Sleeping accommodations for the attendant are provided. An alarm bell permits patrons to enter or leave at any time. Four part time student attendants, in addition to the chief attendant, are employed.

The Union garage, which is also open for twenty-four hour parking, employs four students and the chief.

Patrons are classified as contract parkers, monthly parkers, reservation parkers and transient parkers. Parking rates are as follows:

Day academic year contract.....	\$36
Day calendar year contract.....	\$42
24-hour academic contract.....	\$65
24-hour calendar contract.....	\$75

Income and Operating Costs of Three Garages at University of Minnesota, 1942-43 Through 1946-47

Income	100%
Pay roll	44.5%
Depreciation on equipment	0.9
Other expenses	
Custodial supplies	1.6
Office supplies	0.5
Fuel	11.2
Electricity	5.5
Telephone	0.5
Laundry	0.4
Printing, mimeographing	0.4
Overhead	2.0
Repairs, B. & G. charges	3.6
Miscellaneous expense.....	0.7
Total other expenses.....	26.4
Total operating expenses.....	71.8
Adjustment for retroactive salary	0.3
Available for amortization and interest	28.5%

Day parking hours are from 7:30 a.m. to 6:30 p.m. Monthly rates for day parking are \$6 for the winter and \$3 for the summer months. Rates for twenty-four hour parking are \$9 a

month during the winter and \$6 a month during the summer. The academic year contracts run from September 15 through June 15.

The garages are used extensively for evening affairs, such as the artist courses, symphony concerts, banquets and other functions, for which a charge of 35 cents an evening is made.

Contract parkers for both the calendar and the school year are limited so as to provide space for transient parking. Contract and monthly parkers park their own cars and may enter and leave the garage whenever they desire. Approximately 45,000 to 50,000 transient parkers use these garages during the year.

The garages furnish good jobs for 15 students, pay their own way and relieve the parking situation. Three more are contemplated; preliminary plans have been drawn up, and work will go ahead as soon as construction costs permit. Two of them will be a part of the construction of the new Mayo Memorial Hospital and the Aeronautical Engineering Building.

A percentage breakdown of the operating costs and income of the three garages is given in the center column. Construction of such garages in connection with the construction of new buildings is necessary in order to keep the costs at a minimum.



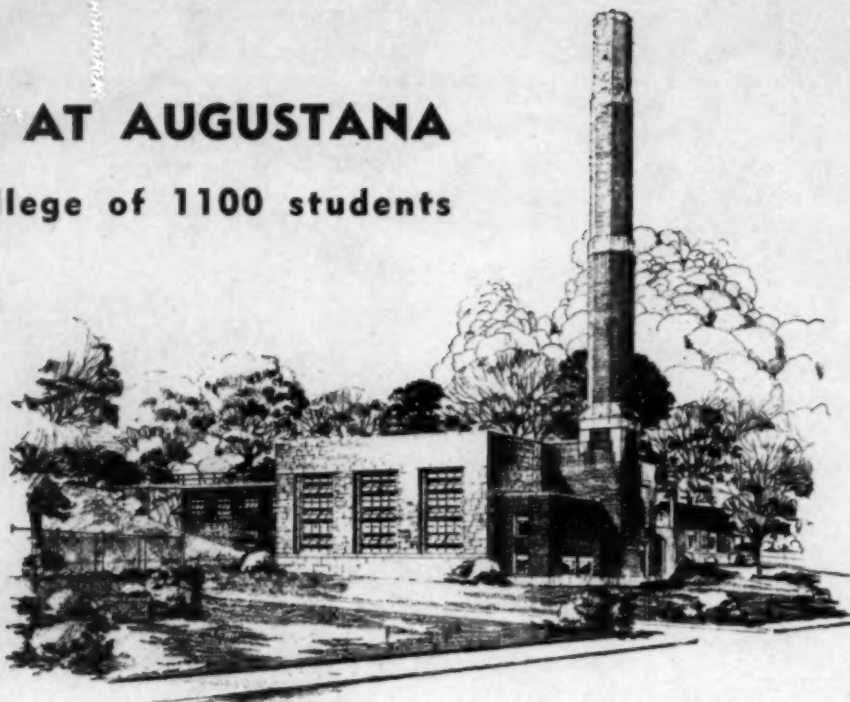
Beneath the Union building plaza is this garage for 220 cars; it is operated around the clock.

THE HEAT IS ON AT AUGUSTANA

New plant serves college of 1100 students

OLOF Z. CERVIN

Cervin & Stuhr
Architects, Rock Island, Ill.



AUGUSTANA COLLEGE WILL BE 100 years old in 1960. The old central heating plant, built in 1909, was abundantly large for its day, but it has limped along these later years with a load much too heavy. Since its erection, there have been added a science building, a gymnasium, a theological seminary group and a men's dormitory.

Sketches for a new boiler house were prepared before the war but actual construction did not begin until July 1946. The building and tunnels were ready for the equipment in March 1947 and the heat was turned on last fall. Two boilers, each 250 h.p., will take care of the proposed auditorium

and music building, as well as an addition to the women's dormitory and an addition to the men's dormitory. Space is left for a third boiler to be added in the distant future. This space is closed off with a temporary cement block partition and a temporary floor to provide an excellent machine shop and a storage room above.

The plant is built against a sharply sloping alley and is so arranged that coal trucks will be shunted off at the high point of the alley to the roof of the coal bunkers and there dumped through manholes.

The coal is crushed fine and fed to the boilers over the fires through pneu-

matic pipes. The coal is dried and preheated.

The breeching has automatic draft control, a floating control being used which also regulates the primary air for the stoker.

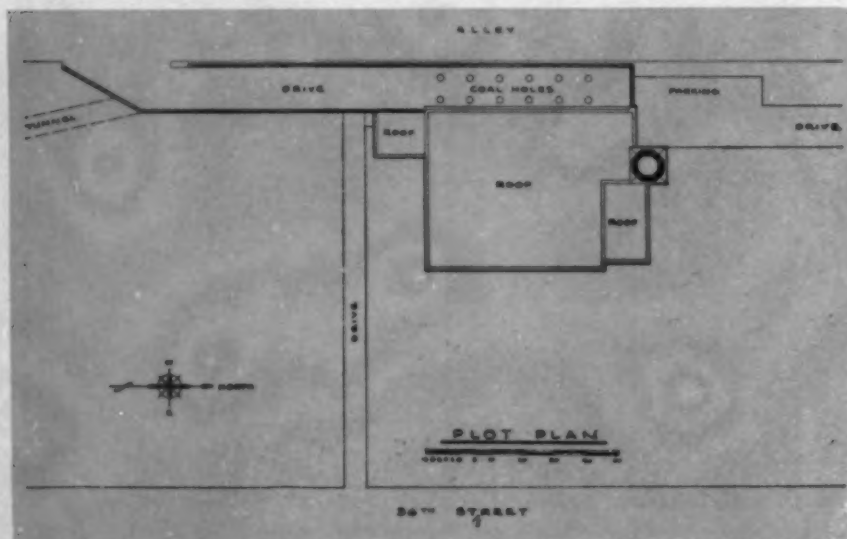
Steam pressure controls the coal feed. Steam is carried at 40 pounds' pressure at 287° F. The pressure is reduced at the buildings to 5 pounds.

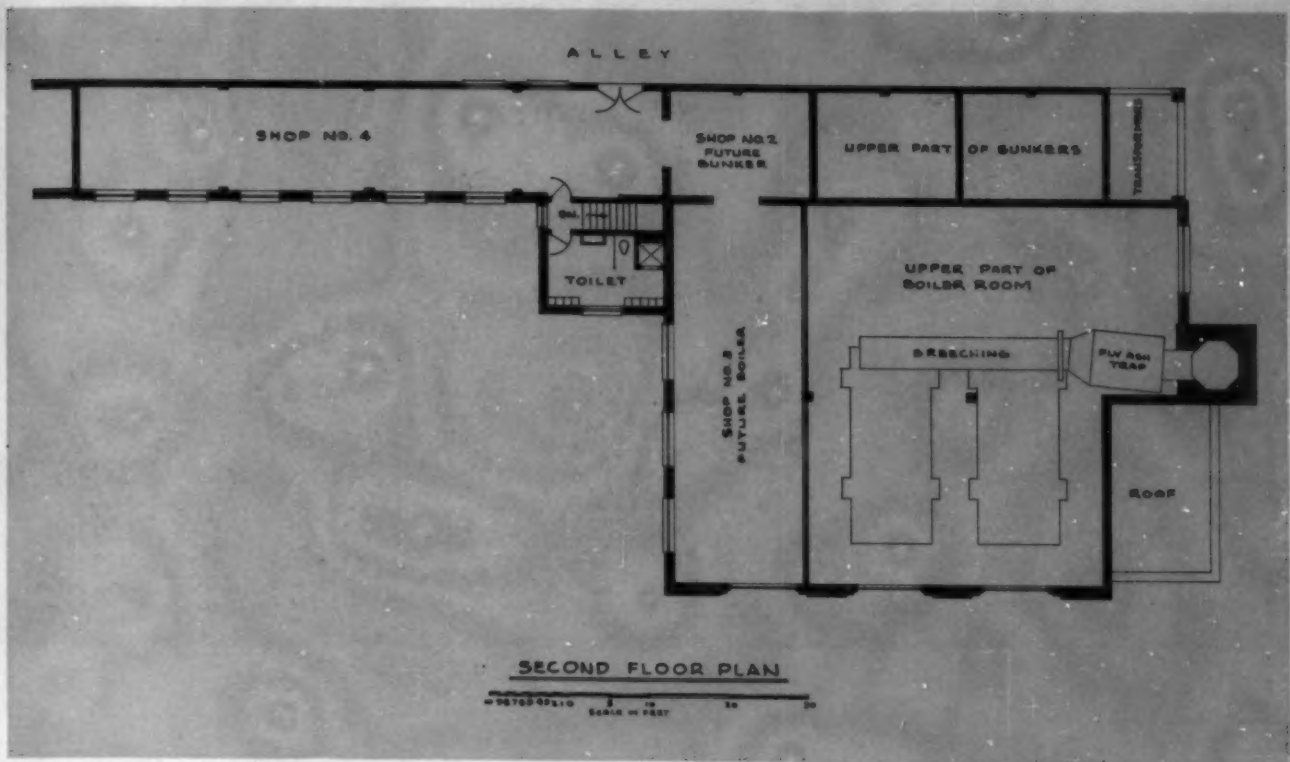
A fly ash trap intercepts waste from combustion. A wheelbarrow can be run under the bottom for emptying. It is surprising how much is caught. The coach will use this waste to make a splendid topping on the running track.

Though the building is located at the edge of the campus, the 125 foot chimney is quite conspicuous. To relieve its starkness, the architects designed it in an octagonal shape; it is brick with stone bands at the offsets in thickness. It fits well into the landscape.

The boiler house is faced with random lengths of Gothic coursed Bedford ashlar with shot sawed finish so as to harmonize with the nearby women's dormitory. A small one story part for hot water heating and pump is of brick and fits in well with the adjoining brick chimney. Windows are steel; the roof is of precast concrete slab construction.

The campus is divided by a 100 foot avenue. A tunnel was built under this





avenue just before it was repaved; this tunnel has been extended to the old underground boiler house, which acts as a distribution chamber to several buildings.

Exclusive of this Seventh Avenue tunnel, there are 460 feet of new tunnels for the steam supply and return, hot water system and electric conduits.

The space under the driveway to the bunkers is divided into two stories, the lower story connecting with the

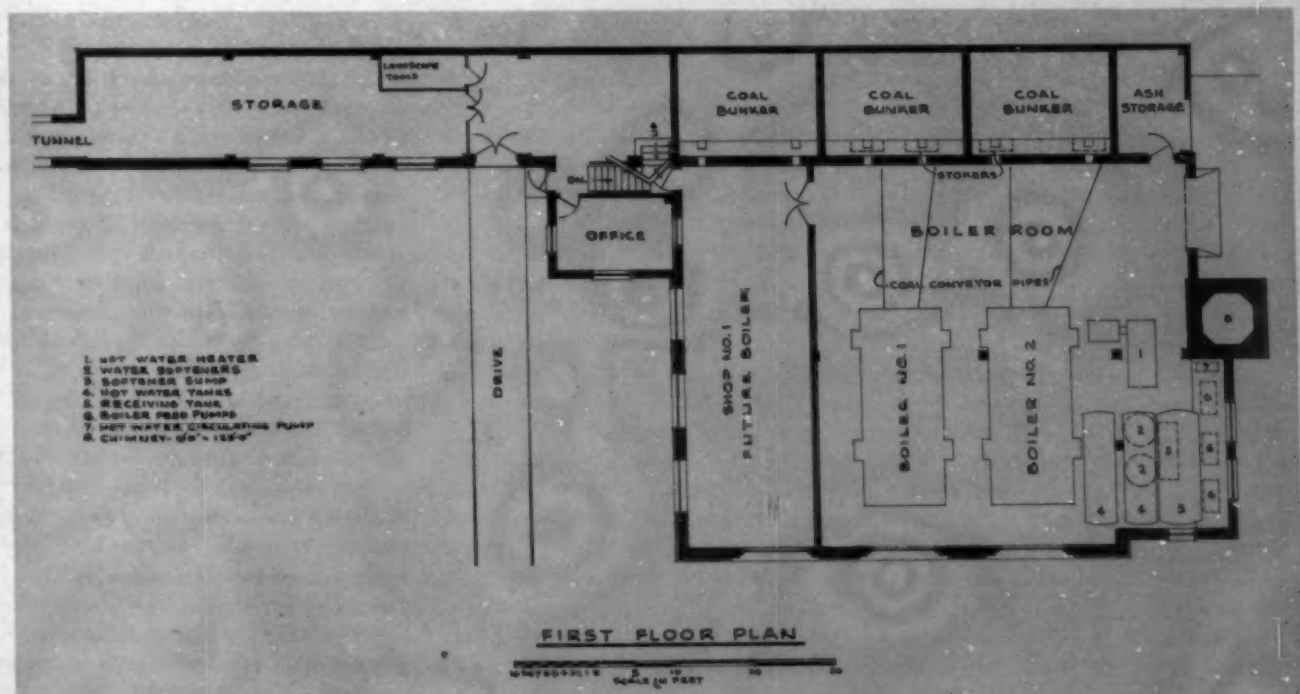
tunnel; this is used for storage and has an access door at grade. The upper half is a carpenter's shop with a delivery door to the alley.

Extending to the northeast is a one story section of the boiler room used for pumps, hot water storage tank, receiving tank and a hot water stoker fired boiler for summer use.

Consideration has been given to a future lighting plant. This, however, will not be installed until after the

heating and lighting load has been so increased as to require the third boiler. The economy of an independent lighting plant will then again be given consideration as provisions have been made.

The building cost, including tunnels and chimney, was 46½ cents a cubic foot. The tunnels cost about \$40 a linear foot, or 70 cents a cubic foot. The chimney above the line of the roof cost \$1.25 a cubic foot.





Stahr Hall, with its new wings and extra story in the center, is typical.



NEW WINGS, NEW HEIGHTS

tell Franklin and Marshall expansion plan; new construction being minimized

GRACE STEINMETZ

Assistant Director of Public Relations
Franklin and Marshall College

WITHIN THE NEXT TWO YEARS Franklin and Marshall College, Lancaster, Pa., plans to remodel and enlarge facilities on the campus to meet its ultimate requirements. At the same time, the alterations will provide the architectural conformity the Colonial college deserves.

Essentially a small college, Franklin and Marshall has no intention of expanding in order to accommodate the present abnormal enrollment; it is merely putting into effect changes needed before the war.

Increasing enrollments in chemistry, biology, physics, business administration, psychology and aviation gradually crowded the facilities at Franklin and Marshall until the board of trustees concluded that it would be necessary

to erect two new buildings, one for the sciences and another for business administration, plus some provision for the college administrative staff.

President Theodore A. Distler presented the architect's plan to enlarge Stahr Hall and to add a wing to the Fackenthal Laboratory, which would provide a million dollars' worth of new space for \$600,000.

Stahr Hall, the only building on campus not Colonial in design, will be enlarged and faced with red brick. Large wings will be added to the front, and an archway through the center of the building will make it the main entrance to the college.

Built in 1901, it is considered an excellent building. It stands in a prominent spot on campus and, if re-

designed to conform with the other buildings, will add esthetically as well as practically to the campus.

The basement, now used for maintenance shops, will be converted into administrative office space. The wings and a new third floor will double the present floor space of the building.

The new wing planned for the Fackenthal Laboratory is needed to accommodate the chemistry and biology enrollment which has increased from 80 to 100 per cent since Dr. B. F. Fackenthal's original gift provided Franklin and Marshall with one of the finest small college laboratories in America. Advancement in the fields of biology and chemistry has been so great in the last twenty years that it is expected that the enrollment will remain 50 to 80 per cent above 1929 figures. The demands of professional schools of medicine and dentistry, and of industry, are in large part responsible for the increase in enrollment in all the science courses.

The "Pennsylvania Dutch thrift" of enlarging present buildings rather than erecting expensive new ones has won the wholehearted approval of Franklin and Marshall alumni and friends. In eight months the half million mark is assured, with 20 alumni areas yet to be solicited.



DINING HALL LOOKS TO THE FUTURE

MABEL DORTON

Dietitian, McMurry College
Abilene, Tex.

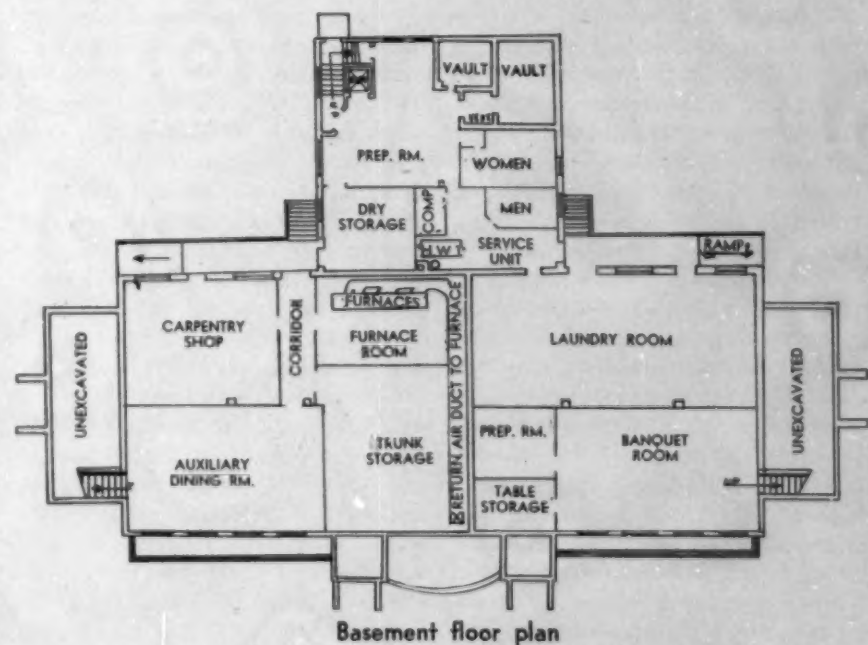
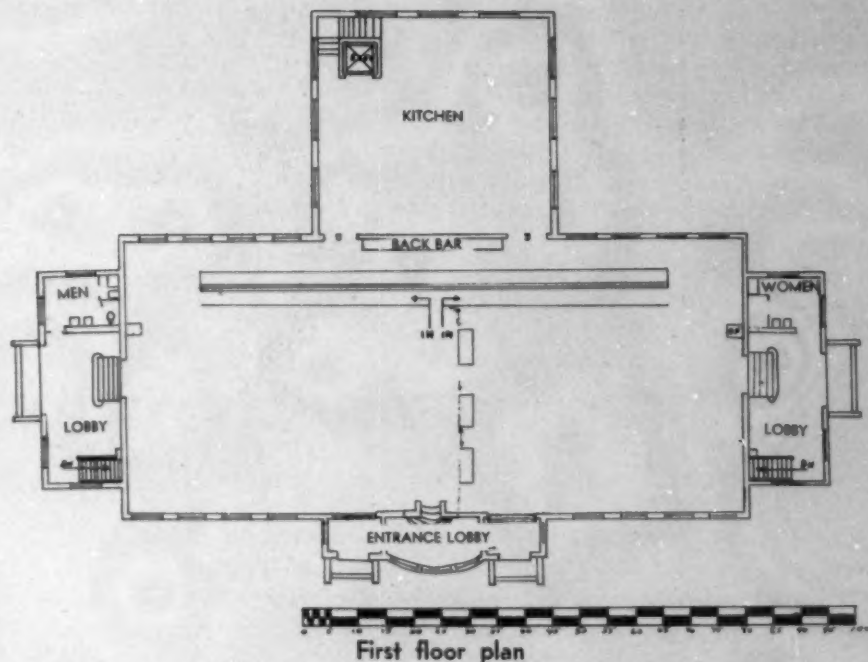
THE NEW McMURRY COLLEGE dining hall is set between the men's and the women's residence halls so that the three buildings represent a unit in design. Sidewalks lead to the dormitories from the ends of the dining hall and there are also center entrances in the front.

The \$103,000 dining hall has a capacity for 1500 persons an hour. The present college enrollment is around 800.

Custom-built equipment costing \$35,000 is centered at the back of the main dining hall; there two cafeteria lines begin at the center and proceed in opposite directions. Fifty oak tables, heat resistant, seat eight persons each.

Back of the 80 foot central serving counter is a bar for breakfast service. It has automatic toasters, roll warmers, small griddles for waffles and other equipment for the usual early morning service.

Behind the dining room and breakfast bar is the kitchen, 44 by 42 feet, with its three section range complete with two "hot tops," three ovens and a deep fat frying compartment. Facilities also include a 60 cubic foot refrigerator for the salad department; maple topped tables for salad preparation; stainless metal tables for hot foods, and tables with pastry bins for the baking department. The latter department has a four deck, thermostatically controlled unit oven, with sufficient racks and storage space for the baked goods.



Back of the big range is a 40 gallon pressure cooker for vegetable and liquid cooking. A steam cooker with a normal capacity of three bushels of vegetables, with automatic control, makes it possible to serve variety in quantity daily.

Conveniently near all facilities is a large elevator to bring the raw materials from the basement rooms and freezing compartments.

New also are a glass washer of the brush type with a capacity for cleaning and sterilizing 1000 glasses an hour and an automatic dishwasher with a capacity of 6000 dishes an hour. Adequate drying and storage space is at hand.

The basement contains storage rooms, washrooms for employes and two large private dining rooms for groups connected with the college. Each dining room seats about 100.

Directly beneath the kitchen is a refrigerating unit for meat. Held at a constant temperature of from 32° to 40°F., it is big enough for six beef carcasses, or approximately 2500



Construction Data

CONSTRUCTION: Brick and reinforced concrete; buff exterior; steel casement windows.

FLOOR: Asphalt tile squares, alternate maroon and black. Stairs, terrazzo; ornamental iron handrails.

WALLS: Tan wainscoting to eye level, joined by cream plaster walls; green molding at ceiling.

CEILING: Off white in color; special acoustical plaster; fluorescent lighting.

HEATING: Forced, hot air circulating system.

LIGHTING: Fluorescent throughout.

ELEVATORS AND DUMBWAITERS: Large elevator-dumbwaiter from basement to kitchen.



pounds of meat. Another storage compartment near by, kept at from 40° to 50°F., accommodates 3000 pounds of vegetables.

A processing room for both meat and vegetables adjoins the two freezing units; it is equipped with electric saws, slicers, tables and an automatic potato peeler. An automatic food cutter helps to simplify the work of salad and vegetable preparation.

In another area of the basement but close to the central working space are additional large bins for vegetables that do not need refrigeration, for canned goods and other foods. Separate sinks for meat cutters and vegetable trimmers are provided in the basement. Other sinks and washing units are available in the kitchen for each department.

Basement storage space is used for trunk storage from the dormitories; a laundry will be installed there later.

The project, conceived as part of a five structure building campaign, was taken over by the alumni association in 1944, though construction did not begin until December 1945. About that time Iris Graham, an alumna who was registrar of the college and alumni secretary, was killed in an automobile accident. This gave added impetus to the project and the hall has been named in her memory. Dedication and the formal opening took place last February.

The building was designed by David S. Castle & Son, architects.

Before YOU BOOST FOOD PRICES

ANNA W. JANZEN

Director of University Commons
University of Texas

IT IS NOT DIFFICULT TO MAINTAIN dining room standards if we raise prices to customers. Because of overcrowded rooming and dining facilities in colleges, price rises have not met with too great objection on the part of students. They know that other students are ready to take their places.

How long is this situation going to last? How fair are we with the students and how are we to retain future customers and their good will if we raise prices too high?

The other solution, of course, is to raise prices as little as possible but to lower existing standards slightly. The trouble with that is that in time one does forget price but he long remembers a sorry product or a bad deal. Lowering standards needs to be approached with caution.

If we don't raise prices materially and we don't lower standards, what are we to do? The food manager must study the situation thoroughly; with the help of her assistants she will find

that personnel production and efficiency can probably be stepped up, certain changes can be made that will promote customer cooperation and customer volume and there can usually be some simplification made in menus.

In planning our building 14 years ago, we were careful to arrange units and to place equipment so that there was no confusion or criss-cross of workers. It was a continuous line operation. Later, when the naval cadets doubled our load, we had little difficulty in adapting to the added volume. But with reconversion we met a few problems. Four times the amount of food preparation meant four times the amount of heat liberated in the kitchen and lack of proper ventilation was the kitchen's worst fault. The white women cooks couldn't stand the excessive heat.

For our purposes women cooks are better. They are more economical,

painstaking and patient and are cleaner than men cooks. They work together in a cooperative and harmonious manner. There has been no labor turnover among the cooks since they first began.

To retain our personnel, we tackled the problem of reducing kitchen temperatures. We made openings in the ceilings of the kitchen and by using exhaust fans in the pantry just above were able to make the kitchen comfortable. For operating efficiency, the worker needs to be as comfortable as possible; frying 1600 or 1800 steaks for a noon meal won't leave anyone too comfortable.

By studying our customers we discovered that the students favored the cafeteria line over the plate lunch line. That meant giving the plate lunch the same setup as the regular counter. We also discovered that students didn't want to be hurried. They came to the cafeteria because they wanted a choice and wanted time to select their food.

To avoid additional congestion while they deliberated, we set up a third food service line. Our solution was the use of a portable electric steam table and portable banquet tables.

It is interesting to note how much longer it takes to get the line through when there is a selection of three meats instead of two. Study convinced us that limiting the menu considerably speeds up the customer line. We offer our students the choice of one soup, one potato, gravy, two meats, six to eight salads, three or four 5 cent vegetables, three 3 cent vegetables, two kinds of pies, two kinds of cakes, three kinds of puddings, milk, coffee, iced tea, bread, rolls and cornbread.

Our next problem was whether if we put the lines through fast we would be able to seat the customers. To solve this, we put a host and assistant in charge and instituted "direct seating." We began at one corner of the dining room and seated customers in the order in which they came, filling every chair in turn. By the time we came to the end, the first section was again cleared and ready. Our dining room with a seating capacity of 438 is comfortably serving as many as 2150 from 11:30 a.m. to 1:30 p.m. Thus we are accommodating a greatly increased volume with no additional overhead costs.

Formerly, we required 14 persons to clear the tables in the dining room, one person in each section and two to pick up trays, for an average meal for 500. With directed seating, we are able to clear tables with 10 maids and two porters. The maids work in a group with a supervisor. Five maids gather and stack the soiled dishes on the customer trays and deliver them to the service carts immediately adjoining the section in which they are working.

SORTING DISHES

Dishes are sorted according to shape: plates on plates, saucers on saucers. Soiled silver is gathered by two maids, separated as it is gathered and placed in compartment boxes: knives in one section, forks in another and spoons in a third. Soiled dishes are assorted and gathered in order. Glasses are gathered on customer trays by a maid who does nothing but pick up soiled glasses, one table after another, and deposit the trays on the service cart. Two maids with crumb trays then wipe the tables and place the chairs in order. The supervisor

gives a final checkover and the tables are again ready.

Thus we make the rounds, section after section, about five times during the meal. We never have complaints about tables not being wiped and ready. It is surprising how quiet the dining is. And the breakage, well—nil.

The customers know exactly where to go. They follow a line. There is



no double crossing, hence no bumping together and dropping trays of dishes. The tables are vacated by the customers when the maids clear; therefore, the maids work faster, more continuously and more efficiently.

A bus boy delivers a service cart to the dishroom and replaces it with an empty cart. We thus control the flow of dishes to the dishroom and consequently prevent overcrowding and confusion there. We have decreased our daily breakage from a bushel of broken dishes and glassware to two or three pieces.

In the dishroom we have a highly organized and systematic procedure. One maid, with a brush in one hand, takes a hand full of forks in the other, scrubs them in a strong soap solution in a small sink for that purpose. She places the scrubbed forks in a perforated aluminum container, tines up, and the container goes through the dish machine where the forks are washed and sterilized. The aluminum and dish powder keep the silver polished. The same is done with knives and spoons. After a few minutes in the open air, they are dry, are sorted and again are ready for service.

Dishes come to the dishroom stacked and ready to be finally scraped, handwashed in a sink set in the dish table, put through the machines. With this highly specialized and systematic line organization, we are able to do the dishwashing for a noon meal with five maids less than formerly.

By increasing the volume of customers, increasing personnel production and efficiency, simplifying the menu and studying the customer group, we have been able to eliminate between 20 and 25 maids, a saving of

about \$2500 a month or \$25,000 a year. How? The least we pay any maid is \$15 a week plus meals, uniforms, laundry, a day a week off, holidays and vacation pay; these amount to at least \$100 a month an employee.

By careful supervision, we were able to cut our fat and shortening costs in half. Much of our beef comes in hind quarters; consequently we accumulate a great deal of kidney fat. This we trim carefully, melt, strain and allow to harden. Then we put it in the mixing machine, beat it, aerate it and use it for frying steak and in gravy making. Substituting oleomargarine for butter may possibly be reducing standards a bit, but at least it is an acceptable solution to keep from raising prices on butter.

Establishing exact and consistent portion sizes, cutting and serving meat conscientiously, scraping pots and pans more carefully when they come from the counters, keeping pilferage down to as little as possible and weighing in all supplies tell tales of economy. Recently a new deliveryman came with 20 sacks of potatoes. As he took each sack off the truck, he shook out a few potatoes. In weighing, we found the sacks weighed from 92 to 95 pounds each. If we had not weighed them, we would have been out 100 pounds of potatoes on the two day supply.

WATCHING WEIGHTS

Last September our large scales were broken for a week or so. For a week after they were repaired, we kept account of the shortage on meat deliveries, 457 pounds for the week. At 42 cents per pound, it represented a loss of almost \$200 a week. Maybe all people are honest, but it is curious how many ways there are of reading the indicator on the scales.

Thus before colleges resort to many price rises, it might be well for the food service manager to have a good look around with open eyes. She could make some interesting studies with a view to increasing personnel production and efficiency. It would be equally well to study the customer group for better cooperation and good will.

Elimination of noise, confusion and disorder goes a long way on the road toward economy and efficiency. Increasing the customer volume cuts down markedly on per capita overhead. Simplification of menu also seems to be gaining favor as a source of volume food control.

ORGANIZING A FOOD SERVICE

JEAN HUGHES VORHIES

Assistant Professor of Institution Administration
Wayne University, Detroit

WAYNE UNIVERSITY IN DETROIT IS embarked upon a program of student housing and feeding that in many respects is unique. This program began with the purchase of a 750 room hotel in the vicinity of the campus. The hotel, built in 1921, is a fire resistant, 12 story building the counterpart of which exists in many places: roof garden that now becomes the faculty dining room, the bar that now becomes the soda fountain and a swimming pool that will now be overcrowded.

Webster Hall Hotel was purchased to offer housing accommodations for 1000 students, to provide needed additional recreation and meeting facilities and to furnish meals for students and faculty members daily. Although the Webster Hall accommodations will not fill the demand, they will help.

At present, three cafeterias in separate localities, a snack bar and a faculty club serve approximately 6000 persons daily. With the attainment of this larger kitchen and several dining rooms, it will be possible to serve all the students, faculty, administrative staff and university guests in a pleasanter atmosphere and at lower cost.

Many have been engaged thus far in the work of planning and organizing, the dean of student affairs, the dean of liberal arts, the home economics department chairman and her staff, the executive secretary (division of finance), architects, kitchen engineers and commercial food administrators. The collective efforts of all of these persons have been fruitful of practical ideas and recommendations. Certain policies have been determined that have served as a guide in planning and organizing. These are presented in the following paragraphs.

STAFF ORGANIZATION

The dean of student affairs and the executive secretary will engage the

food service director who will be the chief of the staff. She will be a member of the administration and her salary will come from the administrative budget. She will be responsible for the entire food service operation. A home economics graduate with executive experience, she will hire personnel, buy food and do some policy making.

Under the dean of liberal arts and the home economics chairman will come the training director who will be an institution administration major and her salary will come from the liberal arts college budget.

The food service director and the training director will work together on educational policies that will assure the university students of receiving complete practical training in all phases of institution administration.

Courses to be offered are quantity cookery, food technics, food buying, equipment and layout, food cost accounting, organization and management practice, school lunch operation, tea room operation, institution management and catering. In addition, this training facility will be used for special studies and research.

Under the food service director will come the food production manager who will supervise production, service and sanitation. Her salary will come from the food operation budget as will that of all employees under her except the graduate assistants (liberal arts college budget). She will be a home economics graduate with a major in institution administration with at least five years of experience in food production.

Service supervisors will be responsible to the food production manager. Each will be a graduate assistant with little experience or a high school graduate with ten years' experience. One will be responsible for the service of

each of the following: the cafeteria, the snack bar, the faculty dining room, the soda fountain, the tea room and the private dining rooms.

Since all the food for these various dining facilities will be prepared in a central kitchen, the food production manager will have a smaller, better supervised production staff. Student trainees will work in this kitchen with experienced, understanding, above average employees.

The clerical staff will probably include an accountant, a typist, checkers and cashiers. The financial operation will be the accountant's responsibility. By having the food service income and expense a separate operation from the university's division of finance, shorter business transactions will be possible and this will increase the competition for contracts and assure lower priced expenditures.

PERSONNEL

At the time of hiring an employee, the following will be discussed: wages, hours, vacations, promotions, security in employment, health policies, meal periods, rest periods, uniforms. The proposed policies are similar to those now in effect. Each employee will not work more than eight hours a day, five and one half days a week, forty-eight weeks a year. She shall be paid for two weeks' vacation. Good workers will be promoted and will be granted security in their jobs.

Each employee engaged in the preparation or handling of food will procure a Detroit foodhandler's certificate which will be issued upon a satisfactory examination by the university physician. Annual examinations will be made. Employees will be granted medical attention at the university clinic. The Michigan workmen's compensation laws will be upheld.

Working conditions will include proper lighting, adequate ventilation and heating, sanitary and comfortable restrooms. A half hour lunch period will be allowed, and a meal before working and after working will be available to each eight hour employee. Fifteen minute rest periods will be scheduled, one in the morning and one in the afternoon. Uniforms will be furnished and laundered.

COST CONTROLS

An accurate record of expenditures and income will make it possible to carry out the purpose of this enterprise. As a basis for a budget, anticipated cost percentages and anticipated income have been used.

Food, including employees' meals	50.0%
Pay roll, including administration, clerical, production, service, sanitation.....	40.0%
Operating expense (gas, electricity, water, steam, equipment, maintenance, repair, garbage disposal, ice, paper goods, cleaning supplies, laundry, decorations).....	8.5%
Office supplies (telephone, books, professional magazines and memberships, paper)	0.5%
Profit	1.0%

Because of the regular slack periods in the university program throughout the year, it is necessary to allow 1 per cent for profit. In this way the full months carry the examination and registration periods. A breakfast service will be necessary because of the 750 resident students. If this meal is not self supporting a per cent markup will be made on the noon menu.

Records that will facilitate the close check operation necessary will be purchases, storeroom receiving, issuing, perpetual inventories, physical inventories, recipe cards with number of servings and size of servings, cooks' records of preparation, serving records with estimated servings and actual servings, daily food cost reports, cashiers' reports, pay roll and personnel records, unit cost sheets and a summary financial sheet.

PURCHASING

The food service director will purchase all foods, equipment and supplies. Being close to the operation of preparing, serving and selling foods will enable her to know what quality of food to buy and what quantity. By checking food costs, yields and waste, she will know what price and

grade are the most economical for each specific recipe. All order forms will be given to the storeroom manager who will check each delivery for weights and measure and condition of merchandise. He will then be responsible for the proper storing of each item according to the posted storage chart.

MENU PATTERNS

A master menu planned by the food production manager will be the basis for all unit menus which means the cafeteria, the residence dining room, the tea room, the faculty dining room, the snack bar and the private dining rooms. At first, a simple pattern will be used: two soups, three entrées, five vegetables, two hot breads, six salads, one hot sandwich, three cold sandwiches, two fruit desserts, two puddings, two cookies, one cake, two pies, ice cream and beverages.

After the food service is in operation, the menu variety will be increased if it seems necessary. Each supervisor will choose her menu items from the master menu and will mark the number of servings she needs. These orders will be totaled by the food production manager and the amounts will be placed on the cooks' daily work sheets.

FOOD SERVICE PRACTICES

Service in the different dining rooms will vary with the menu patterns. In the snack bar it will be minimum; paper containers will be used and the customer will be encouraged to dispose of his own. Drinking fountains will eliminate the additional cost of drinking cups. Self service of beverages will reduce the number of employees; at present, three employees are necessary for coffee service in the snack bar.

The soda fountain will have counter service and the prices will allow for a few frills. The cafeteria will use regular dishes and after the guest finishes his meal, he, too, will be encouraged to carry his tray of soiled dishes to the dish return station.

The tea room at noon will sell two different priced tickets at the door as the guest enters. A beverage waitress will serve rolls, butter and beverage as soon as the guest is seated. Another waitress will wheel a salad wagon to the guest and the salad will be quickly selected. Desserts will be served in a similar manner. The higher priced ticket will include hot foods served

from a buffet. Paper place mats and finer china will be used.

The faculty dining room and the private dining rooms will use linen, special dishes and table decorations and will have table service. The meals in these rooms will cost more, because of the increased expenses such as the room setup, the waitresses, the handling of extra dishes, the linen and the table decorations. There will be a minimum charge for each private dining room.

EQUIPMENT AND LAYOUT

Most of the equipment now in the hotel and the cafeterias will be used until new equipment is available. Three per cent has been allowed in the budget for equipment replacement. The layout is based on a square: the four sides are the kitchen, the cafeteria counter, the private dining rooms and the snack bar. In the center is the cafeteria dining room which will seat 200 guests. Details of the floor plans are still indefinite because of the building construction and the increased costs of materials.

All the food production units will be on the first floor except the bake shop. The preparation rooms, the bake shop, the store rooms, the walk-in refrigerators, the employees' rooms, the linen storage and the garbage refrigerated room will be in the basement. The large private dining room will be the tea room. The resident students with meal tickets will eat in the cafeteria. Specifications for the new equipment include improvements in design, construction and operation.

Soundproofing is planned for the ceilings and the upper walls. Approximately 35 trucks are being purchased to assist the employees. All electric outlets will be marked with the amount of voltage. Window sills will be eliminated. Towel rings will be generously supplied to prevent towels from lying on table tops. There will be ample storage places with rounded corners.

The preview of the food service opportunities in Webster Hall is a gratifying one. True, there are many installations that should be changed, but these are typical problems that arise when an old layout is revamped. Webster Hall will provide high quality food at low cost in pleasant surroundings for students, faculty members and university guests. Moreover, it will serve admirably as a research laboratory and will afford excellent training.

HOUSECLEANING IS A HAPPIER TASK



THE VACATION HOUSECLEANING task at Stephens College, Columbia, Mo., was an appalling prospect until five years ago when it was organized on an assembly line basis. Results have been highly satisfactory and the work is completed with precision and a minimum of confusion. It is accomplished almost entirely by our own regular staff of maids, janitors, carpenters, painters and upholsterers who are employed on a year round basis.

The best results have been attained since we assigned, as far as possible, employes to do the work which they enjoy the most and in which they feel they can excel. Their pride in being classed as experts in a particular line has done much to speed work and to increase efficiency.

An example of this is a mother and four daughters, regularly employed maids at the college, who pride themselves on their expertness in cleaning upholstery and who for the past several years have worked as the upholstery cleaning crew for the entire college during the summer and Christmas vacation cleaning periods.

When an employe does not fit into one crew, he or she is tried in different crews until a mutually satisfactory task is decided upon. One janitor, who has never been a success at the wall cleaning task to which he had been assigned, revealed a desire to become a paper hanger and is now successfully serving as an apprentice to the regular paper hanger and is performing a valuable service.

The regular housekeeping personnel of the college is augmented by the kitchen employes, thus providing them with year round employment and eliminating costly employment turnover, as well as making it possible to keep essentially the same personnel in the work crews from year to year. It was interesting to discover that two of the college's expert chefs also excel at wallpaper cleaning and enjoy this vacation project.

The first major step in the housecleaning project is the inspection of

and more efficient, now that we have put this vacation job on an assembly line basis; kitchen employes assist during the holidays

FRANCES RONAYNE

Supervisor of Dormitories
Stephens College



Each member of the floor waxing crew briskly goes about a specific task.

buildings and the determination of the scope of the operation ahead. This is done by Henry M. Belden, superintendent of buildings and grounds, and the supervisor of dormitories. Immediately after the student exodus in the spring, all the men employes on the staff are given their two week vacation. During this time the maids check each room for articles that have been left behind; these are inventoried, tagged and placed in the Lost and Found. This is in itself quite a task,

for more than 2200 students manage to leave behind a surprisingly large array of articles. Many of these items are not missed for some time, even until school opens in the fall, when they are reclaimed at a rapid rate.

When the men employes return from their vacation, the buildings are ready for wallwashing and painting. Enough rooms are washed and painted during the maids' ensuing two week vacation period so that when the maids return they can go right ahead.



All furniture is cleaned, waxed and polished. Venetian blinds are a problem.



Hanging the draperies is the finishing touch; then the students take over.

Following the washing of woodwork and the cleaning of radiators, a crew of floor cleaners and waxers takes over. A non-inflammable solvent is used to clean the floors and both liquid and paste wax are used, the former on asphalt tile floors and the paste wax on wood floors. Heavy duty polishing and scrubbing machines simplify the procedure. Tests are often run on floors, with one kind of wax used on one half and another on the other, providing an excellent test of brands.

Members of the college trucking crew do the actual setting up of the rooms after the cleaning is completed. The heavy lifting and moving of the furniture are done by them under the supervision of the maids who know the proper placement of the furniture. The superintendent of buildings and grounds and the supervisor of dormitories make a final inspection; the rooms are then locked until it is necessary to open them just prior to the opening of school.

The replacement and care of the college keys is in itself a major task. The supervisor of dormitories is the official "keeper of the keys" and there is a cabinet in my office that contains 25,000 keys. One full time employe is kept busy replacing keys and making new ones. At the close of the school year, individual keys are marked and sent to my office and then checked for replacements. After all have been correctly checked for a building, they are placed in a box and sealed until they



How the decorating and space problem of a penthouse room was solved.

are turned over to the person in charge of that hall in the fall.

During the housecleaning process, the buildings and grounds superintendent and the supervisor of dormitories constantly inspect the work and check on the progress. We have found that it facilitates matters to place an expert in charge of each crew who gives us a daily progress report. My office keeps a criss cross chart on which are made daily notations when the reports of the crew leaders are received at the end of the day's work.

The chart lists along the side the names of the various buildings and across the top the various cleaning processes. When work is begun in a building, one half of an X mark is made in the proper square and the X is completed when the work is done. Thus, when a building is completely cleaned, there is a solid line of X marks across the page, and a glance is all that is necessary to determine the exact status of any or all the buildings on campus. Since the 53 buildings are widely scattered over a 265 acre campus, this factor is important.

Much of this sounds simpler than it really is, for a number of necessary details are in themselves major tasks, such as the inspection of thousands of mattresses, roller shades and venetian blinds. The wear and tear on these items is both a major expense and a headache, in spite of the fact that they are cleaned annually by expert crews. Often when asked to state which is more practical, roller shades or vene-

tian blinds, my reply is that both are such a problem in my daily workaday life that in my own home I have neither, preferring draw curtains.

Thousands of yards of draperies hang at the windows at Stephens College. When the time comes to have them taken down, checked for replacements, sent to the cleaners, checked in and rehung, one gets the feeling that, if laid end to end, they would reach several times around the world. One full time seamstress is kept busy making draperies and slip covers.

The washing of the windows is left until a few weeks before the opening of the fall term. If satisfactory progress has been made on other jobs, the regular college employees tackle this task. If the work is behind schedule, a crew of professional window cleaners is brought in to do at least a part of the job.

Rugs in residence hall parlors and other places are cleaned with a special machine that permits the job to be done without the rugs being removed from the floor. This simplifies the work, cuts down costs and is highly satisfactory, since most of the rugs go from wall to wall.

During the annual Christmas vacation of more than three weeks, the housecleaning process takes place on a simpler scale. New types of wax and cleaners are tried out at this time. Immediately after these tests have been completed, supplies are ordered for the following summer's cleaning. Fall supplies are ordered early in June.

The most interesting feature of a residence hall director's job is the interior decorating of both old and new buildings. A special redecorating job of last summer was that of the president's home. It had been occupied since it was built in 1927 by Dr. James Madison Wood, president of Stephens College for some thirty-five years, who retired last June. Owing to the space shortage at Stephens, a condition with which everyone everywhere is familiar, a part of the home had been used as a dormitory for 20 students during the war years and immediately after. The house has been completely redecorated and recon-verted to home use for Dr. and Mrs. Homer Price Rainey, the new presidential family. The problem was to provide a comfortable home background which would meet the Rainey's needs and also to plan a setting which would be the background for official entertainment on the campus.

A three story addition to Linden Hall, providing accommodations for 48 students and some additional classroom space, was a more or less routine decorating and furnishing task last summer, one of those that was breathlessly accomplished just as the special trains arrived at the railroad station.

One goal at all times has been to avoid the institutional look by trying to give each residence hall parlor individuality. Some are furnished traditionally, others with modern furniture of various types. A particularly lovely parlor is done in pastel tints with French period furniture. The furnishings of the rooms vary according to halls, and in some of the newer halls wallpaper in gay patterns is used in the student rooms.

Faced with the almost impossible task of providing living quarters for nonresident faculty, the college purchased and remodeled four large houses to provide 28 faculty apartments. This entailed a great deal of planning of the best utilization of space and the purchasing of kitchen units, furniture, rugs and draperies as well. Modern sectional furniture in rose, gray and blue was purchased; the furniture is interchangeable. Multicolored homespun draperies that will go with any or all of these colors simplified this work. Individualized arrangement has avoided a formalized appearance.

There is a "hard to beat" feeling of satisfaction when apparent chaos becomes perfect order on the eve of the opening of school.



FOR MORE THAN A DECADE THE question of opportunity for graduate and professional education of qualified Negroes in the states maintaining racially segregated educational systems has been a live issue.

In lieu of admission to state supported graduate or professional schools reserved for white students, and in lieu of the impracticable expedient of establishing and maintaining a full panoply of such schools exclusively for Negroes, most of the Southern States have developed the practice of making available state funds out of which tuition at institutions outside the state may be paid for qualified Negro citizens of the state.

TUITION AID NOT ENOUGH

As early as 1936 the Maryland court of appeals agreed that tuition aid to a Negro law student forced to attend a law school outside the state could not be regarded as the equality of opportunity to which his citizenship entitled him; accordingly, it ordered the University of Maryland Law School to admit him. Thus without the intervention of any authority other than its own courts, the state of Maryland modified its segregation policy to the extent of admitting a qualified Negro applicant to a state supported professional school for white students when the state had within its own borders no equivalent facilities for Negroes.¹

Two years later the United States Supreme Court reviewed and decided the famous Missouri case and proclaimed that a state is obligated to furnish within its own borders equal educational facilities for qualified citizens of all races.² The high federal tribunal could not and did not order the University of Missouri to admit the plaintiff Negro law student. It left to the state of Missouri the option of taking that action or of providing a separate law school for Negroes.

In a later case the supreme court of Missouri, conceding the supremacy of the federal decision, declined to order the University of Missouri to admit a qualified Negro girl applicant to its graduate school of journalism on the

FACILITIES FOR NEGROES

M. M. CHAMBERS

American Council on Education

ground that such an order would not be proper until the state legislative and educational authorities had had sufficient time to determine a policy and establish an equivalent school for Negroes, if they so chose.³

NEW POLICY REQUIRES TIME

The position of the Missouri court in the latter case has been substantially adopted by the courts of Tennessee and Oklahoma in subsequent parallel cases. In Tennessee it was held that a statute of 1941 authorizing the establishment of separate facilities for Negroes equal to those afforded white students at the University of Tennessee, and making an elastic appropriation therefor, having been enacted while the case was pending, made it improper to order the admission of Negroes to the University of Tennessee until the educational authorities had time to establish equal separate facilities or until a qualified Negro student had been met with a refusal or failure to make such facilities available to him.⁴

The Oklahoma supreme court in 1947 denied a petition for a writ of mandamus to compel the admission of a qualified Negro student to the law school of the University of Oklahoma, for similar reasons. Said Justice Welch in the opinion of the court:

"The Constitution of the United States is the supreme law of the land. It effectively prohibits discrimination against any race, and all state officials are sworn to support, obey and defend it. When we realize that and consider the provisions of our state constitution and statutes as to education, we are convinced that it is the mandatory duty of the State Regents for Higher Education to provide equal educational facilities for the races to the full extent that the same is necessary for the

patronage thereof. That board has full power and, as we construe the law, the mandatory duty to provide a separate law school for Negroes upon demand or substantial notice as to the patronage therefor."⁵

This case has been appealed and placed on the docket of the United States Supreme Court. Presumably attorneys for the petitioner will argue that in the circumstances a segregated law school for Negroes would not and could not meet the requirement of equivalency of facilities.

In view of the expense and difficulties entailed in the establishment of separate professional schools for Negroes in each state, there is currently much discussion among political and educational leaders in the Southern States concerning the possibility of setting up regional professional schools for Negroes by interstate cooperation. The idea has much to commend it from the standpoint of financial economy and instructional efficiency, but whether it would satisfy the requirement of equivalency of facilities for citizens of both races in each state seems doubtful.

The only apparent alternative would appear to be the admission of qualified Negro students to the graduate and professional schools of the southern state universities, for such courses as are not offered in the state-supported institutions for Negroes in the particular state concerned. This would involve either new interpretations of the state constitutions and statutes by the state courts or actual amendment.

It may be that the policy of strict segregation will come to be modified at the graduate and professional levels of instruction and research wherein the numbers of Negro applicants are now relatively small and all students are necessarily mature and highly trained for advanced work.

¹Pearson and Regents of the University of Maryland *v.* Murray, (Md.), 182 A. 590 (1936).

²State of Missouri *ex rel.* Gaines *v.* Canada et al., 59 S. Ct. 232, 83 L. Ed. 207 (1938); rehearing denied, 59 S. Ct. 356 (1939).

³State *ex rel.* Bluford *v.* Canada, Registrar of University, 348 Mo. 298, 153 S. W. 2d 12 (1941).

⁴State *ex rel.* Michael et al. *v.* Witham et al., 179 Tenn. 250, 165 S. W. 2d 378 (1942).

⁵Sipuel *v.* Board of Regents of University of Oklahoma et al., (Okla.), 180 P. 2d 135 (1947).

THE ROVING REPORTER

Flying Faculty

Plane transportation facilitates travel between Ohio State University and Wright Field, where the university has a Graduate Center. Faculty members teaching graduate courses at Wright Field for officers and civilian workers have been provided with a UC-45 Beech twin-engine seven passenger plane which makes four round trips a week. The plane was lent to the university by the Army Air Forces on a bailment contract, according to C. J. Peirce, head of the university's school of aviation and one of those participating in the Graduate Center program. Air force officers in the university's R.O.T.C. and flight instructors at Don Scott Field, the university's airport, serve as pilots.

The service cuts the usual two hour motor trip from the university to Wright Field to twenty-five minutes. Professors are able to board the plane at 2 p.m., arriving in ample time for 3 o'clock classes. They start the return trip at 6 p.m., arriving home by 6:30. Usually five faculty members make the trip on Mondays and Wednesdays, two on Tuesdays and four on Thursdays.



Got a Cold?

For protection against colds you might as well take injections of sterile water as influenza vaccine, according to the results of an experiment recently completed by Dr. Donald W. Cowan of the University of Minnesota's student health service.

At the beginning of the 1946-47 academic school year, 346 university students were "shot" with flu vaccine, while a control group of 320 students were given injections of sterile water.

Although there was an apparent reduction in the number of colds experienced by these students, there was really no significant decrease since the reduction was the same in both the control and the experimental groups.

Dr. Cowan's explanation of the reduction of colds in both groups was that students who were willing to put forth the effort involved in obtaining

the treatments offered were also willing to practice good general hygiene.

Also, he indicated, when the students, previous to the experiment, reported the number of colds they usually had per year, their memory was often inaccurate and the tendency was to exaggerate the number.

"This experiment with influenza vaccine for colds, however, does not disprove the value of this vaccine for influenza itself," explained Dr. Cowan.

About the only protection against colds that holds any weight still seems to be the long-standing rule of plenty of sleep and a well balanced diet.



Trappers at Notre Dame

Profits received from selling pelts of muskrats trapped on St. Mary's Lake, one of the two large private lakes on the campus of the University of Notre Dame, by seminarians at Holy Cross Seminary at Notre Dame this fall are being sent as a donation to the Holy Cross missions in Bengal, Pakistan (formerly India).

The seminarians trapped the animals, skinned them and cured and sold the pelts. Other projects conducted at Holy Cross for the benefit of the Bengal missions include stamp sorting and selling to collectors, paper collecting and junk collecting. Many veterans of World War II are among these seminarians. The Rev. Richard J. Grimm, C.S.C., is superior of the seminary.



Diaper Derby

The University of Georgia's younger set, aged six months to five years, had its day on a Saturday in December when proud student parents displayed their offspring in a deluxe baby contest.

Under the joint sponsorship of the student union and the Party of Organized Women, campus organization of nonsorority girls, the unique event was part beauty revue and part olympics. Superior children were picked from each of four age groups, and as

a finale, the babies competed in a Diaper Derby.

The contest entries were classified as follows: 6 months to 1 year; 1 to 2 years; 2 to 3 years, and 3 to 5 years. On the bases of poise, personality and physique, the judges chose the most representative boy and girl in each classification.

For the hand and knee handicap only those babies under 1 year of age were allowed at the post. The race was strictly a crawl with mom and pop at the finish line enticing Junior or Sis to greater speed by means of various juvenile lures. Any child who stood up or walked during the competition was disqualified.

Athens merchants cooperated with the sponsors by donating various prizes. All events were held in the downstairs ballroom of Memorial Hall, appropriately decorated for the occasion.



Trailer Topics

Windcrest, the trailer community for married veterans at the Pennsylvania State College, has grown from a group of 90 trailer homes to a small-sized city of more than 300 trailers with 700 residents. Families range in size from two to six; the children are from a few days to 7 years of age.

In the village's own community hall, the duly elected burgess and his seven man council meet. The building serves as a recreation center and library.

With the aid of the State College chapter of the American Red Cross and the College Health Service, a well-baby clinic has been started at Windcrest. Once each month, mothers have an opportunity to bring their children to the clinic for a check-up. Each morning a Red Cross nurse is present to advise parents whose babies have colds or other health problems.

Windcrest has a nursery and play yard. A fence around the yard keeps the children from the road. Equipment includes sand pile, sliding boards, see-saws and swings. Supervision is constant.

QUESTIONS AND ANSWERS

Employee Data File

Question: It would be helpful to me if I could obtain some sort of personnel record form for nonacademic employes, such as a manila folder with the personal history on the inside of the folder listing date of employment, where assigned, personal history, starting salary, promotions and the like. This folder could then contain all correspondence with the employe, plus references and other pertinent information.—N.E.R., N. Y.

ANSWER: There are at least two ways in which this need can be met. Both involve the use of a single folder for the assembly and filing of all papers and documents that concern the status of the individual employe. These papers should be kept in chronological order either loose or stapled, as office practice may determine. A summary should then be kept current.

Others objecting to the awkwardness of handling a bulky folder prefer a visible index file kept adjacent to the vertical file containing the employe folders. On the visible index card can be entered each change of status as it occurs; the card itself always provides an up-to-date record of all items of interest. In addition to the information noted in the question, such a card might also have spaces for address, phone number, person to be called in emergency, marital status, number and age of dependents, education, date of birth, military service, physical examination results, civil service or other pre-employment tests, records of disability leave, vacation and the like. *

I shall be glad to mail a copy of the form used by the University of Illinois to anyone who would like to see it.—DONALD E. DICKASON, *director of nonacademic personnel, University of Illinois.*

B & G Organization

Question: Should the superintendent of buildings and grounds be responsible to the president's office or to the business office?—W.E.S., N. D.

ANSWER: In replying to this question, it is assumed that the institution is comparatively large, having well defined business and academic organizations. In such an instance, since operation of the physical plant is a

business function, it is my opinion that the superintendent of buildings and grounds should be responsible to the business office.—A. F. GALLISTEL, *director of physical plant, University of Wisconsin.*

Fund Raising Technics

Question: Should fund raising be conducted by college officers or by outside professional fund raising groups?—A.J.K., Kan.

ANSWER: College officials as a rule have neither the time, aptitude, experience nor technical training necessary to get best results in special campaigns for raising funds. Neither can the job be turned over entirely to a professional fund raising organization. It is, in my opinion, a matter of cooperation between the administration and the firm of specialists in the field of creating public good will and interest.

All plans, of course, for promoting and conducting a campaign should be developed in conference with and under the direction of the chief administrative officer of the institution, but when capable outside assistance is employed it brings with it a skill in writing promotional literature, a technic in solicitation and an overall strategy in conducting a campaign that cannot be matched by a local staff.

When a fund raising firm has been employed and plans for conducting a campaign have been decided upon, a representative of the firm remains at the institution to direct the active campaign. He is responsible under a local committee or the chief administrative officer of the institution for sending out all literature, for scheduling various meetings, for handling details of area meetings, banquets, solicitations and other details. All this is usually done in the name of the president of the college who is present either in person or by representation at all public assemblies to explain the needs of the institution and the purposes of the campaign. The firm's representative stays in the background and works as if he were a member of the local staff.

In the development of a long range annual gift program, a local adminis-

tration working through its alumni or public relations office can develop successfully its own plans and conduct its own campaign, but in a campaign for special needs conducted intensively over a short period of time it is my opinion that a successful fund raising firm is worth a great deal more than it costs.—F. L. JACKSON, *treasurer, Davidson College.*

Issuing Supplies to Veterans

Question: How is the majority of major universities handling the issuing of supplies and equipment to veterans under the G.I. bill? What constitutes an adequate issue of these supplies in proportion to the demands of nonveteran students? How is this determined? Are open accounts for these supplies maintained at the bookstore or place of issue for the entire semester? If not, for how long?—H.J.R., Hawaii.

ANSWER: The University of Illinois maintains a separate office to handle the issuance of supplies and equipment to veterans in training under the G.I. bills. The procedure provides that forms calling for the acquisition of such materials be approved by instructors of the class in which the materials are needed. Such forms are then returned to the central office for approval, whereupon they are taken to any local bookstore or other retailer where they are acquired by the veteran. The forms are attached to the retailers' invoices and returned to the central office for approval. Upon such approval, vouchers are made up and the retailer immediately paid.

The same supplies and equipment issued to veterans are purchased by nonveterans, except those items specifically prohibited by the Veterans Administration. Examples of such items are typewriters, fountain pens and articles of personal clothing.

An adequate issue is determined by lists of all required items in any course which are submitted by university departments to the central office.

After acquisition of the items from retailers, the accounts remain unpaid only for a relatively short period of time. The university pays such retailers and claims reimbursement from V.A.—C. C. DELONG, *bursar, University of Illinois.*

NEWS

Lower Fees, Student Aid, No Segregation Urged by President's Commission . . . Tax Exemption Hearings Held . . . West Coast Appraises College Population to 1964 . . . Creighton Studies Clerical Salaries . . . U.M.T. Supporters Organize Commission

Washington Correspondent: HELEN C. BROWN

Student Aid and End of Race Segregation Urged by Commission

WASHINGTON, D. C.—Immediate establishment of a federal program of scholarships and fellowships is urged by the President's Commission on Higher Education in its second report, "Equalizing and Expanding Individual Opportunity," released December 22.

Elimination of the quota system and state legislation to prevent racial discrimination and the end of segregation are also recommended.

To initiate the program of scholarships, the commission recommends an appropriation for 1948 of \$120,000,000, this amount to be increased to 1953, to provide financial assistance to at least 20 per cent of all non-veteran students enrolled in institutions of higher education. The amount of appropriations after 1952 is to be based on a careful appraisal of the program.

Scholarships would be awarded on the basis of student need, the maximum being \$800 for an academic year. Students would be free to select the college or university of their choice and a scholarship board in each state would determine the amount of the scholarship grant for each student.

Federal fellowships of \$1500 per year based on a national competitive examination are also recommended. The program provides for 10,000 fellowships to be granted in 1948, 20,000 in 1949 and 30,000 in 1950, 1951 and 1952. The number and the amount of payments would be reviewed during 1952 to determine policies beyond that date.

Criticizing "tacit or overt" methods used by some colleges to bar the entrance of Jews and Negroes, the commission proposed that federal appropriations be used only in "those institu-

tions where discriminatory practices do not exist."

Four members of the commission dissented sharply from the commission's stand on barring educational segregation of Negroes in the South. They charged that such pronouncements "impede progress and threaten tragedy to the people of the South, both white and Negro."

They applauded efforts to remove inequalities in the South but said these efforts must be made "within the established social patterns."

The dissent was signed by Douglas S. Freeman, editor of the *Richmond News Leader*; Goodrich White, president of Emory University, Atlanta; Lewis W. Jones, president of the University of Arkansas, and Arthur H. Compton, chancellor of Washington University.

Income Tax Bill Would Favor Teachers

WASHINGTON, D. C.—Senator Pepper on December 12 introduced S. 1863 which, if acted upon favorably by Congress, would permit teachers to include the cost of professional courses for exemption from income taxes:

"In the case of an individual employed as a teacher in any public or private school, all expenses for tuition, books, laboratory fees and equipment, living, travel and other incidental expenses, necessarily incurred while pursuing at any institution of learning a course of instruction required for continuance of his employment or for advancement in grade or salary and approved by appropriate school authority for such purpose."

The proposed amendment to the Internal Revenue Code would be retroactive to the tax year beginning Jan. 1, 1947. The bill was referred to the committee on finance.

Lowering of Student Fees Sought by President's Commission

WASHINGTON, D. C.—Elimination of tuition and other student fees for the 13th and 14th year in all publicly controlled colleges and universities and reduction in tuition and fees above the 14th year at least to the 1939-40 level were recommended by the President's Commission on Higher Education in the first volume of its report, "Higher Education for American Democracy."

The commission approached the problem of establishing goals both from the point of view of the needs of the nation for college trained personnel and from the number of youths of college age who can profit from higher education and for whom such investment is a reasonable risk.

From this combined approach, the commission recommends that at least 4,600,000 young people be enrolled in colleges and universities by 1960. This number represents 49 per cent of those 18 and 19 years old and 32 per cent of those 20 and 21 years of age. Graduate and advanced professional schools should enroll 600,000. The commission points out that the high birth rate continuing at least through 1947 will mean a still further increase in college enrollment after 1960 if the recommended percentages are maintained.

Reduction in tuition and other student fees in publicly controlled institutions is one of the changes which the commission considers necessary if higher education is to achieve this quantitative goal. Privately controlled institutions are warned that further increases in fees will tend to limit their enrollment to students of parents in the high income brackets.

To compensate for loss of income from student fees, institutions are

urged to seek larger donations from private sources; larger state appropriations are recommended for publicly controlled institutions.

Assuming that the bulk of the responsibility for expansion will be borne by publicly controlled institutions, although some private colleges may expand, the commission recognizes that "the radical character of the adjustments required in higher education, their magnitude and the pressure of time, all mean that neither individual institutions nor national educational organizations have the resources to effect the necessary changes without outside stimulation and financial assistance. This will have to come from the federal government because the health and strength of higher education are a matter of serious national import."

Pointing out that we were spending in 1933, in the depth of the depression, 0.63 per cent of our gross national product for higher education and we are now spending only 0.47 per cent for this purpose, the commission concludes that "America cannot *not* afford sharply increased expenditures for higher education. America's strength at home and abroad in the years ahead will be determined in large measure by the quality and the effectiveness of the education it provides for its citizens."

From a qualitative point of view, the commission selected three goals which it believes should come first in our time: (1) a fuller realization of democracy in every phase of living; (2) education directly and explicitly for international understanding and cooperation, and (3) the application of creative imagination and trained intelligence to the solution of social problems and to the administration of public affairs.

In discussing the place of research, the commission states that "colleges and universities, the philanthropic foundations and the federal government should not be tempted by the prestige of natural science and its immediately tangible results into giving it a disproportionate emphasis in research budgets or in teaching programs. It is the peculiar responsibility of the colleges to train personnel and inaugurate extensive programs of research in the social sciences. To the extent that they have neglected this

function in the past they should concentrate upon it in the decade just ahead."

The following six objectives, the commission believes, should be realized and steps taken without delay to achieve them: (1) high school education must be improved and should be provided for all normal youth; (2) education through the 14th year should be available in the same way that high school education is now available; (3) financial assistance should be provided to competent students in the 10th through the 14th grades who would not be able to continue their education without such assistance; (4) the present tendency away from the principle of free education in the senior college, beyond the 14th year, and in both graduate and professional schools must be reversed by lowering tuition costs and by inaugurating a program of scholarships and fellowships to aid deserving students; (5) our program of adult education must be considerably expanded and colleges and universities must make more of it their own responsibility, and (6) public education at all levels must be made equally accessible to all, without regard to race, creed, sex or national origin.

To Aid Small Businesses

URBANA-CHAMPAIGN, ILL. — The University of Illinois began on January 1 an extension service which will furnish to small businesses and other businesses the same sort of personalized help from their university that has meant millions of dollars to the farmers of the state.

Dr. Earl P. Strong heads the project, said to be the first of its kind in America. Initially, it will offer a management consulting service.

Combine for Summer School

WATERVILLE, ME.—Two Eastern colleges are collaborating on plans for what will be known as the Colby-Swarthmore Summer School of Languages. Jointly sponsored, the language study program on the undergraduate level is expected to attract students from all over the country for intensive language study. The school will be conducted on the new Mayflower Hill campus at Colby, with Maine's summer climate as an attraction.

Hearing Held on Tax Exemption

WASHINGTON, D. C.—The House ways and means committee on December 11 held hearings on the exemption of colleges and universities from corporation income taxes. Such exemption, under Section 101 of the Internal Revenue Code, is applicable now to all activities conducted by eleemosynary institutions.

The committee is primarily interested in assembling information as to those sources of income of colleges and universities which would otherwise be subject to corporation income taxes. These include real estate owned by the institution which is not used for educational purposes and from which an income is derived; commercial enterprises owned and operated by the institution, the profits accruing to the college, and research conducted under contract with government agencies or commercial establishments.

Testifying before the committee were George F. Zook, president of the American Council on Education; L. R. Lunden, comptroller, University of Minnesota; Lloyd Morey, comptroller, University of Illinois; A. W. Peterson, director of business and finance, University of Wisconsin; Robert Stewart, comptroller, Purdue University; John Gerdes, legal counsel, New York University, and Henry W. Herzog, comptroller, George Washington University.

Dr. Zook emphasized the fact that education was a state function and that taxation of any part of the income of colleges and universities was an infringement of states' rights. He stated also that tax exemption is based on the principle that the income is used exclusively in the national interest through improving the effectiveness of the educational program.

The others who testified described the serious financial situation now being faced by colleges and universities, pointed out that any curtailment of income through payment of taxes would make it necessary to increase student fees still further and indicated the cost to the institution if, as suggested, each was required to file Internal Revenue Form 990 giving details on income and expenditures.

Since this was only a fact-finding hearing and not in connection with specific legislation, no action was taken by the House committee.

West Coast Appraises College Population Up to Year 1964

WASHINGTON, D. C.—An increase of 69 per cent in population of college age, 18 to 21 inclusive, by 1964 in the five Western States is predicted in a study made by the Pacific Coast committee of the American Council on Education.

The study, released on December 1, is based on population and migration data. It shows an increase of this age group of 63 per cent in Arizona, 75 per cent in California, 83 per cent in Nevada, 50 per cent in Oregon and 58 per cent in Washington. For the entire group of states, the 69 per cent increase represents a total of 559,300 potential students.

If it is assumed that the same proportion of young people attend colleges as attended during 1939-40, the increase in enrollment resulting solely from population increase by 1964 will be approximately 5200 for Arizona, 109,000 for California, 1100 for Nevada, 9100 for Oregon and 17,200 for Washington, or a total of 141,600 students.

The committee points out that all of the states included in the study have shown a gradual but consistent increase in the proportion of college age youth in college. However, instead of attempting to predict this percentage for the years to 1964, a master table is shown for each state giving the numbers that would need to be provided for if different percentages enrolled.

Various possible ways through which this expanded need can be met are proposed by the committee. Limitation of enrollment is viewed adversely in that "we are not now educating all of the nation's top brain power and the need to do so has never been greater." Some increase in the size of existing institutions is possible and "there is probably a point somewhere along the line where bigness produces diminishing returns." Going on a twenty-four hour schedule raises the question of who will take the swing shift. A considerable portion of the need will be met by the establishing of new institutions.

The report was prepared as a basis for planning the college and university program of the future. The committee warns that "the temporary solutions

used to meet the situation in 1946—four students in a dormitory room designed for two, single classes with hundreds of students, laboratory periods day and night, folding chairs with lap note-taking, makeshift study halls, classes instructed by high school teachers on overtime, branch campuses or centers in temporary quarters, veterans in women's colleges—cannot possibly be taken seriously as the country's solution in providing higher education for the future."

Vets in Housing Project Have Right to Vote

ALBANY, N. Y.—Student veterans and their families residing in the Shanks Village temporary housing project while attending New York City colleges may vote in Rockland County, as a result of the unanimous ruling of the court of appeals.

"These students," Associate Judge Charles J. Desmond's opinion reads, "are family men, not college boys away from their parental homes. True, their tenure of occupancy at Shanks Village can continue only while they are students, but since they have no other homes their tenure is temporary in the same sense as that of an apartment dweller."

The decision is expected to affect the voting rights of several hundred other veterans attending Up-State New York colleges and residing in nearby housing projects.

Catholic Colleges Have Student Relief Plan

WASHINGTON, D. C.—The National Federation of Catholic College Students has announced the inauguration of a campaign to assist student victims of war, to refute Communist charges at home and abroad by a substantial demonstration of Christian charity and to strengthen Catholic student organizations abroad.

Cash collections will be made, as well as campaigns of one week each for clothing, books, school supplies, laboratory equipment and materials and other needed types of goods. Campaigns will be organized on the national, regional and college campus level. The national office for the campaign will be in the headquarters of the National Catholic Welfare Conference in Washington, D. C.

U.M.T. Supporters Organize Commission

WASHINGTON, D. C.—More than 50 national organizations which support universal military training have organized the National Security Commission. The purpose of the new organization is to press for enactment of universal military training during this session of the Congress.

The meeting was called by Owen J. Roberts, retired U. S. Supreme Court justice, who was elected national chairman of the new commission. Among the organizations participating in the creation of the commission were: Kiwanis International, Polish Legion of American Veterans, the United States Conference of Mayors, American Legion, V.F.W., Elks, Moose, U. S. Chamber of Commerce, Sons of the American Revolution, Jewish War Veterans, Amateur Athletic Union, Rotary International, National Federation of Business and Professional Women's Clubs and American Council of Christian Churches.

Several meetings have been held also of the national organizations opposed to universal military training. These include many of the leading organizations in education, religious and welfare groups, labor and the American Veterans Committee.

Although many believe that it is unwise to hold hearings on the compulsory military training bill while Congress is debating the Marshall Plan, pressure from the White House and the army will probably result in hearings being held in January before the Senate committee on military affairs. The House committee approved the bill.

Book Exchanges With Europe Sought

WASHINGTON, D. C.—Pointing out that no European today has access to current literature from the United States, Dr. Duncan Emrich of the Library of Congress urged that college and public libraries arrange for book exchanges with the libraries and collegiate institutions in Europe.

In his report to the Library of Congress, Dr. Emrich stated that his six week mission in Europe had convinced him that "we have done little to make our publications available to Europeans while Russia has moved in with a campaign that puts ours to shame."

Commercial Lab Men Entertain Scientists

WASHINGTON, D. C.—The American Council of Commercial Laboratories gave a complimentary dinner in Washington, D. C., on December 8. Guests represented government agencies responsible for allocating research contracts, scientific news agencies and national organizations in the fields of science and higher education.

The purpose of the dinner was to point out the research facilities of the commercial laboratories which are members of the council and to "call attention to the unfair competition in research resulting from the exemption of colleges and universities from federal corporation taxes in conducting research under contract with government agencies and industrial corporations."

An effort was made to draw a line between basic research, which in the judgment of the American Council of Commercial Laboratories is the province of the university, and applied research, which it assumes to be the area of operation of commercial laboratories.

The council has a membership of some thirty-five commercial research establishments.

V.A. Establishes Foreign Offices

WASHINGTON, D. C.—To facilitate the enrollment of veterans in foreign educational institutions, whether for an academic year or a summer course, the V.A. has established offices in the American embassies in London, Paris, Rome and Mexico City and in the American consulate at Geneva, Switzerland. These offices, established within the U. S. Foreign Service and under the jurisdiction of the Department of State, are staffed by experienced personnel transferred from the Veterans Administration and are equipped to render services to both the American veterans residing abroad and offices of the V.A. in this country.

Audio-Visual Aids Covered by Yearbook

WASHINGTON, D. C.—The greatest contemporary force resisting the introduction of audio-visual materials into the classrooms is the failure of teachers to appreciate their values. To

assist in overcoming this lack, the 18th Yearbook of the National Council for the Social Studies, released on November 28 by the National Education Association, is a description of "Audio-Visual Materials and Methods in the Social Studies."

This report of some 200 pages has been prepared by 23 specialists and is edited by William H. Hartley. Each chapter describes specific procedures in the use of audio-visual materials, thus making it invaluable to social studies teachers at all levels of education and suggestive to teachers in other fields.

Alaska U. Called Broke

FAIRBANKS, ALASKA. — Lack of funds may force the University of Alaska to close its doors before the end of the school year, members of the Associated Students of the University of Alaska declare. They are protesting to Congress and to the Alaska legislature. The university has only \$22,185 to meet obligations totaling \$226,000 between now and June 30, according to a financial report published in the university's newspaper. Only one full portion of quarterly funds due from the territorial treasury has been paid; remaining payments are frozen because of the legislature's failure to provide revenue to meet appropriations in the Alaska budget, it is reported.

Housing Rules Changed

WASHINGTON, D. C.—New regulations issued by the Public Housing Administration make it possible for educational institutions to procure permission to exceed the 5 per cent limitation of nonveteran faculty in F.P.H.A. housing for the remainder of the time of occupancy of such buildings. Application should be addressed to the director of the regional F.P.H.A. office. Heretofore, it has been necessary for institutions to re-apply for such permission at the beginning of each academic year or term.

Junior Colleges Expand

AUSTIN, TEX.—Junior college enrollment in Texas increased 9.4 per cent the first semester over the same period last year. Enrollment totals 34,173 students this year, according to Dr. C. C. Colvert, professor consultant in junior college enrollment.

Fewer Foreign Students in American Colleges

WASHINGTON, D. C.—The rate at which foreign students are coming to this country to attend American universities has dropped 40 per cent since last year, according to Dr. Kenneth Holland of the State Department's Office of Information and Education Exchange.

He stated, "America is rapidly losing her leadership in the field of international culture. This fact has political implications of no small importance, especially when one notes that at the same time there has been a sharp rise in foreign students at Soviet institutions."

The principal reason for the decline in student migration here is the dollar shortage. The Fulbright Law provides to foreign students only the cost of their transportation to and from the United States. The Soviet Government offers large numbers of scholarships, including board, room and tuition. These students are now mainly from the Soviet-dominated Balkan States, but Dr. Holland asserts, "strenuous efforts are being made to draw them from Western Europe as well."

A reciprocal arrangement between the United States and Latin America under the Act of 1939 provides dollars for exchange for students from these countries. A bill introduced in Congress by Representative Mundt would extend the same arrangement to European countries. Thus far, there appears little support for this bill from educational institutions or organizations, although such a bill would have important international significance at this time.

L.M.U. Acquires Gym

HARROGATE, TENN.—Lincoln Memorial University will have an adequate gymnasium and physical education building in the near future as the result of acquiring the Sports Arena from Camp Forrest, Tullahoma, Tenn., through negotiations with the Federal Works Agency. The outside dimensions are 200 by 130 feet, with an indoor floor space of 180 by 100 feet. When moved to the L.M.U. campus, it will be remodeled to contain showers, toilets, classrooms and a 50 by 90 foot basketball court. The building is well lighted.

Use of Tests in Colleges Studied by A.C.E.

WASHINGTON, D. C.—The subcommittee on testing of the American Council on Education's committee on student personnel work released its report on December 15. Dr. J. G. Darley of the University of Minnesota, was chairman of the subcommittee.

The report is an appraisal of the value of college tests in seeking to answer five questions: Whom shall we admit? How shall students select from among our educational resources, both curricular and noncurricular? How shall we help students maintain an effective and motivated interest in learning? How shall we evaluate our students' progress toward worth while goals? How shall we acquire an overall picture of our students and their needs? The various types of tests, their construction and their administration are analyzed in nontechnical terms in relation to each of these questions.

Science Foundation Legislation Urged

WASHINGTON, D. C.—Efforts have been initiated by a number of scientific and educational organizations in Washington to draft a new bill to establish a national science foundation.

The Smith Bill, passed by the last session of Congress, was given a pocket veto by the President on the grounds that the director was not directly responsible to the President. This issue, vehemently argued in Congressional hearings, represented a sharp division of judgment between the Congress and the Administration. Efforts are now being made to draft a compromise bill but the issue is so sharply drawn that any compromise appears likely to be unsatisfactory to both sides.

The groups, including the Washington Association of Scientists, which are seeking to draft a new bill have already indicated their support of the bill as passed last July.

Illinois Has Funds for Tuberculosis Research

URBANA-CHAMPAIGN, ILL. — The Institution for Tuberculosis Research, to be established on the University of Illinois' medical campus in Chicago, will become the nation's sole source for the manufacture and distribution

of the vaccine BCG (Bacillus Calmette-Guerin). Its directors believe that, if this vaccine were given to every child and adult, within from twenty to forty years the nation could eliminate the need for tuberculosis sanatoriums, thus saving millions of dollars and untold productivity and averting unhappiness.

Minnesota Sees FM Permit

MINNEAPOLIS.—The University of Minnesota has filed application for a permit to construct a 3000 watt FM station. Plans also call for additional FM stations which will relay programs to all parts of the state. Its present AM band is shared with the St. Olaf college station at Northfield, Minn.; both stations must sign off at sundown.

Health Center Expands

CLEVELAND. — Western Reserve University has now added a psychiatrist to its health service staff, increasing the total number of doctors to 14. It also has established a marriage clinic for women students and is expanding its work of tuberculosis case finding. The services of the health center are also being tied in closely with the consultation work of the newly appointed university chaplain.

Endowed German College?

BERLIN, GERMANY. — Germany's first privately supported university, to be organized along lines similar to those of U. S. institutions, is awaiting the approval of military government officials. The German educators who are backing the idea hope to obtain a barracks site a few miles outside of Bremen capable of accommodating 3000 students. Dr. R. T. Alexander, chief of the education branch of the military government, is said to be encouraging the idea.

Northwestern Fees Rise

CHICAGO. — Northwestern University announces a 20 per cent average increase in tuition rates to take effect next autumn. In the undergraduate schools the tuition rise is from \$400 to \$480; in the professional schools the increases are: medicine, from \$500 to \$600; law, from \$412 to \$480; dentistry, from \$400 to \$525.

Creighton Reports on Study of Clerical Salaries in Colleges

OMAHA, NEB.—A study of clerical salaries in the colleges and universities of the United States and in commercial and industrial organizations in Omaha has been made by Creighton University which had granted two salary increases to faculty members but had made no adjustment in the salaries of clerical employees.

Summarized, the findings of this survey are as follows:

The average minimum salary for all institutions included in the study is \$1427, and the average maximum salary is \$3200.

The type of control of the institution seems to have more effect on average salaries than any other factor. The average minimum salary is \$1565 in the publicly controlled and \$1356 in the privately endowed institutions, and the average maximum is \$4013 in the publicly controlled and \$2611 in the privately endowed ones.

Institutions of more than 10,000 enrollment in communities of over a million people and located in the eastern zone pay significantly higher minimum and maximum salaries than do institutions in the other categories.

The average minimum salary for the seven organizations in Omaha is slightly above the national average minimum salaries paid by universities, but the maximum salaries paid in Omaha are somewhat lower than the national average for universities. The institutions requiring the least number of hours per year for employees are typically located in the eastern zone, whereas those requiring the greatest number of net hours are located in the western zone. There is little difference in the number of hours required by reason of the type of control of the institution. The institutions requiring the least number of hours typically paid better salaries than the institutions requiring the greater number of hours.

The typical institution grants 7½ legal holidays and two academic holidays. The typical vacation is 15.2 working days.

The private institutions of the country seem to have done little in evaluation of the quality of the work required of clerks and little toward better personnel relationships.

GIFTS AND BEQUESTS

- **UNIVERSITY OF PENNSYLVANIA** recently announced receipt of nearly \$920,000 from bequests. The late J. Allan Donaldson left \$450,000; the late James L. Wood, \$370,000; the late Ellis D. Williams, \$98,813.
- **NEW YORK UNIVERSITY** received a total of \$750,000 in gifts from private institutions for use by the college of medicine, according to the annual report of Dean Currier McEwen.
- **CITY COLLEGE OF NEW YORK** reports a total of \$750,000 in gifts during the year. Of this amount, \$660,000 was received from alumni; industrial, labor and educational foundations donated \$65,000; the student body raised \$35,000.
- **WELLS COLLEGE**, Aurora, N. Y., will receive one third of the \$2,000,000 residuary estate of the late Charles S. Weston, banker and philanthropist.
- **RENSSELAER POLYTECHNIC INSTITUTE**, Troy, N. Y., will receive two thirds of the \$2,000,000 residuary estate of the late Charles S. Weston.
- **PRINCETON UNIVERSITY** received a total of \$5,239,000 during the fiscal year recently completed. Of this amount, \$2,214,500 was for endowment and non-expendable funds; \$2,461,500 for construction purposes and \$494,000 for current expenses.
- **PFEIFFER JUNIOR COLLEGE**, Misenheimer, N. C., recently received \$150,000 from the residuary estate of Mrs. Annie Merner Pfeiffer. A new gymnasium will be constructed from the funds received by this gift, and the old gymnasium converted to a recreational hall.
- **OHIO STATE UNIVERSITY** received recently a gift of three molding machines for the foundry laboratory of the department of industrial engineering. The donor was the Tabor Manufacturing Company of Philadelphia.
- **FAIRLEIGH DICKINSON JUNIOR COLLEGE**, Rutherford, N. Y., has received \$127,600 toward its goal of \$350,000 for the creation of an endowment and building fund.
- **CORNELL UNIVERSITY** recently received a grant of \$180,000 from the Carnegie Corporation of New York to investigate the impact of modern agriculture, science and industry on such areas as the Far East, India and Latin America.

M.I.T. to Study Scientific Approach to Learning

CAMBRIDGE, MASS. — To study methods of collecting, organizing and communicating knowledge, a center for scientific aids to learning is to be established at Massachusetts Institute of Technology under a grant of \$100,000 from the Carnegie Corporation of New York.

The center will concern itself with research and experimentation on aspects of printing, documentary reproduction, visual education, sound recording and mechanical selection systems. It will train technicians, librarians and others in the theories and practices of scientific aids to learning.

When the plant is in full operation, the entire library will become the laboratory. Large holdings of material on microfilm have been acquired and several reading machines are in use. Basic research in sound recording, applied acoustics, phonetics and instruction through audio processes is already under way in a new acoustics laboratory.

Graph Service Tried Out

COLUMBUS, OHIO.—A chart and graph service is being furnished professors at Ohio State University. If the teachers want illustrative material to bring out an obscure point or abstract idea they put in a request for graphic aids to the new service, which is manned by a full time staff artist and eight part time student artists. Some 40 departments have made use of the facilities, which are regarded as experimental. Most of the student artists have had art experience in the army or in the advertising business.

Names in the News

John Hunter Detmold has been appointed director of public relations and administrative assistant to the president at Wells College, Aurora, N. Y. A graduate of Cornell University, he has since 1943 been assistant editor of the *Cornell Alumni News* and an assistant to the secretary of the university.



Jack N. Ray has recently been appointed director of personnel at Indiana University, replacing **Paul A. Hartley** who recently resigned to become personnel director for the Chicago professional schools of the University of Illinois.



Hermann Haviland Field, formerly associated with Antonin Raymond and L. L. Rado, New York architects, has been appointed building director for Cleveland College. He will develop the requirements and overall plan for a new downtown college center in Cleveland.

Dr. Frank D. Fackenthal, acting president of Columbia University, will be the recipient of the 1948 Alexander Hamilton Medal awarded annually by the Columbia College alumni body in recognition of "distinguished service and accomplishment in any field of human endeavor." The award will be made at a dinner January 15; General of the Army Dwight D. Eisenhower will be present and will be one of the speakers. The late **Dr. Nicholas Murray Butler** was the recipient of the 1947 medal.

Lt. Col. John Mason Kemper, executive assistant to the chief historian of the army's historical division, has been named headmaster of Phillips Andover Academy to succeed **Claude Moore Fuess** who will retire next June.

Dr. William R. Hall Jr., former president of the College of Idaho, has been named president of Westminster College, Fulton, Mo. Dr. Hall's appointment will become effective February 1.

The Very Rev. Francis Xavier Talbot, S.J., has been named the twentieth president of Loyola College, Baltimore. Father Talbot succeeds the **Rev. Edward B. Bunn, S.J.**, who has been serving as assistant director of the Institute of Industrial Relations, University of Scranton.

Frank W. Peterson, who retired as business manager of Walla Walla College in Washington several months ago, has been succeeded by **H. C. Hartman**. Mr. Peterson had served the college for thirty-three years.



Dr. Andrew Gehr Trexel will become president of Hood College, Frederick, Md., on July 1. He is now professor of sociology at Dartmouth College.

The resignation of Dr. Henry I. Stahr as Hood president was announced last June.

President Arlo Ayres Brown will retire from the presidency of Drew University, Madison, N. J., on June 30. By that time he will have completed his nineteenth year as president of Drew.

Dr. Merrill J. Holmes, former vice president of Illinois Wesleyan University, was inaugurated as president in November. In addition to his duties as vice president, Dr. Holmes had been serving as endowment treasurer.

Dr. Harry B. Heflin is the new president of Glenville State College in West

Virginia. He succeeds Dr. D. L. Haught. Dr. Heflin was dean of the teachers' college of Marshall College, Huntington, W. Va.

Herbert Snyder has been named headmaster of Arizona Desert School, Tucson, succeeding Wallace H. Whitcombe. Mr. Snyder was formerly head of Cincinnati Country Day School.

Dr. Timothy Lehmann is retiring from the presidency of Elmhurst College, Elmhurst, Ill., after twenty years of service and will be succeeded by Henry W. Dinkmeyer.

The Rev. A. J. Niebruegge is the new vice president of Huron College, Huron, S. D.; he will have charge of promotion and will serve as financial field secretary. He was the former pastor of the First Presbyterian Church of La Crosse, Wis.

Algo D. Henderson has resigned as president of Antioch College, Yellow Springs, Ohio, to become associate commissioner of education for New York

State, succeeding J. Hillis Miller. Dr. Miller is now president of the University of Florida.

Dr. Pat M. Neff's resignation as president of Baylor University, Waco, Tex., became effective December 13. Dr. Neff served Baylor for fifteen years.

Raymond C. Wass has succeeded Guy M. Winslow as president of Lasell Junior College, Auburndale, Mass.

Blake Ragsdale Van Leer, president of Georgia School of Technology, has been elected president of the University Center in Georgia, for the year 1947-48, succeeding J. McDowell Richards, president of Columbia Theological Seminary, Decatur, Ga. Dean James Harris Purks Jr. of Emory University has been granted leave until next September to act as the first full time director of University Center.

Rollin B. Posey, dean of University College, Northwestern University, was recently chosen president of the Association of University Evening Colleges.

Howard L. Oleck has been appointed personnel director and executive assistant to the president of the board of trustees of New York Law School. He is a member of the New York Bar and American Bar Association, a staff member of the *New York Law Journal* and the author of several legal books and articles.

Nicholas Murray Butler, president emeritus of Columbia University, died December 7 at the age of 85. His estate will go in trust to his widow; when she dies \$100,000 is to go to Columbia University to found a trust fund in her name and \$100,000 to his only grandson. The remainder, except for \$10,000 in specific bequests, also is bequeathed to Columbia. Dr. Butler had been associated with Columbia since student days, a period of more than sixty years.

Dr. George Robert Henderson Nicholson, founder and headmaster of Kingswood School, West Hartford, Conn., died recently at the age of 62.

Dr. Cecil Vincent Thomas, president of Fenn College, Cleveland, died following a heart attack on November 28. He was 55 years old.

Doyle L. Buckles, director of the University of Alabama news bureau and field manager of the Alabama Press Association, died December 18 at the age of 51.

DIRECTORY OF ASSOCIATIONS

Associations of College and University Business Officers

Central Association

President: T. E. Blackwell, Washington University; secretary-treasurer: L. R. Lund, University of Minnesota.

Eastern Association

President: Henry W. Herzog, George Washington University; secretary-treasurer: Boardman Bump, Mount Holyoke College.

Southern Association

President: George R. Kavanaugh, Berea College; secretary-treasurer: Gerald D. Henderson, Vanderbilt University.

Western Association

President: William Norton, University of California; secretary-treasurer: William Brand, Stanford University.

Convention: April 25-27, University of Washington, Seattle.

Schools for Negroes

President: V. D. Johnston, Howard University; secretary: L. H. Foster Jr., Tuskegee Institute.

Educational Buyers Association

President: Gerald D. Henderson, Vanderbilt University; executive secretary: Bert C. Ahrens, 45 Astor Place, New York, N. Y.

Conventions: May 5-8, Deshler-Wallick Hotel, Columbus, Ohio.

Association of Superintendents of Buildings and Grounds of Universities and Colleges

President: Paul H. Elleman, Ohio State University; secretary-treasurer: A. F. Gellist, University of Wisconsin.

Convention: May 1948, University of Minnesota.

Association of College Unions

President: Douglas O. Woodruff, University of Utah; secretary-treasurer: Edgar A. Whiting, Cornell University; editor: Porter Butts, University of Wisconsin.

Convention: April 23-27, Roanoke Hotel, Roanoke, Va.

American College Public Relations Association

President: Horace Renegar, Tulane University; secretary-treasurer: Max E. Hanum, Franklin and Marshall College.

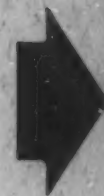
Convention: June 23-27, Denver, E. D. Whittlesey, University of Denver, convention secretary.

National Association of College Stores

President: A. W. Littlefield, Barnes and Noble, Inc., New York, N. Y.; executive secretary: Russell Reynolds, 189 West Madison Street, Chicago.

Convention: April 19-21, Hotel Pennsylvania, New York City.

PRODUCT INFORMATION



Information on the materials, equipment and supplies with which an institution is built, operated and maintained and which are used in its various departments is of vital interest to those charged with the business operation. College and University Business recognizes the importance of this information and believes it has rendered a real service by grouping manufacturers' announcements and new product descriptions into a separate part of the magazine. We believe this is an infinitely better plan than to mix such information through the editorial pages where it becomes obscure and confusing.

You will find manufacturers' advertisements from pages 41-68. Pages 64-67 contain descriptions of new products and items of interest. Further details on any product advertised or described may be obtained without obligation and with a minimum of effort by use of the post-card below.

Index to "What's New"

Pages 64-67

Key

- 713 Dictaphone Corporation
Electronic Transcribing Machine
- 714 S. Blickman, Inc.
Coffee Makers
- 715 Schieber Mfg. Co.
Against-the-Wall Folding Tables
- 716 Louis Rastetter & Sons Co.
Magnesium Folding Chairs
- 717 The Bastian-Blessing Co.
Creamer Unit Cover
- 718 Colt's Manufacturing Co.
Autosan R-100 Dishwashing Machine
- 719 Radio Corporation of America
RCA Wire Recorder
- 720 General Electric Co.
Electric Ranges
- 721 The F. W. Lawson Co.
Lawson 200 All-Service Can
- 722 Revere Camera Co.
Revere 16 mm. Sound Projector
- 723 The Wilbur & Williams Co.
Rubberized Dampcoat Enamel
- 724 American Optical Co.
Spencer MK Delineascope
- 725 Faries Manufacturing Co.
Fluorescent Desk Lamp
- 726 Best Universal Lock Co.
Dormitory and Classroom Locks
- 727 Bell & Howell Co.
Film Sprocket Guards
- 728 Angle Products Corp.
Miesner Phonoscope
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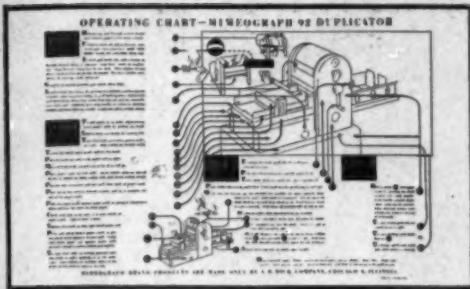
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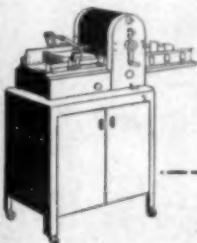
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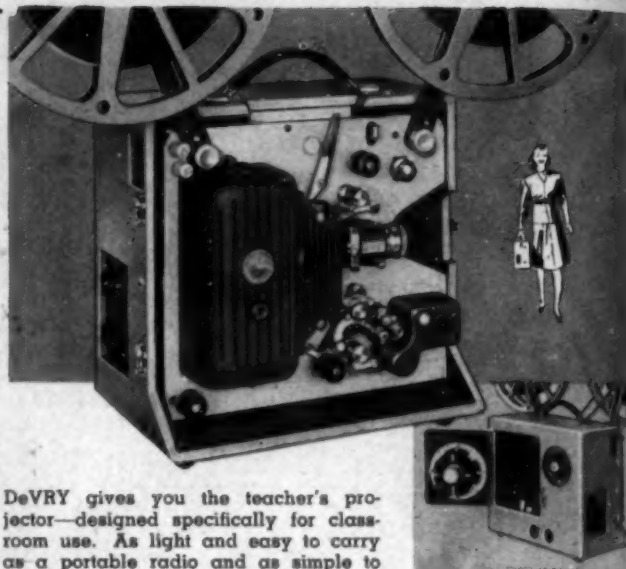
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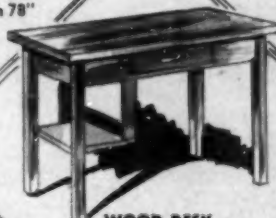
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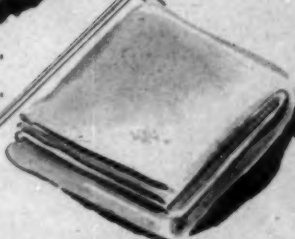
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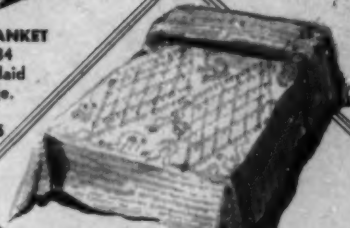
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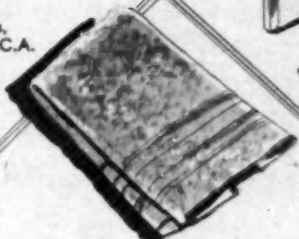
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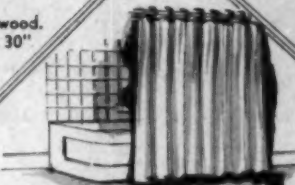
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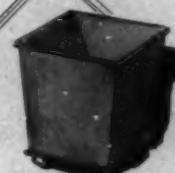
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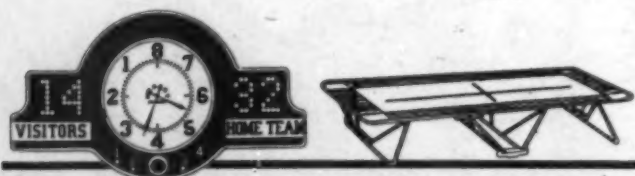
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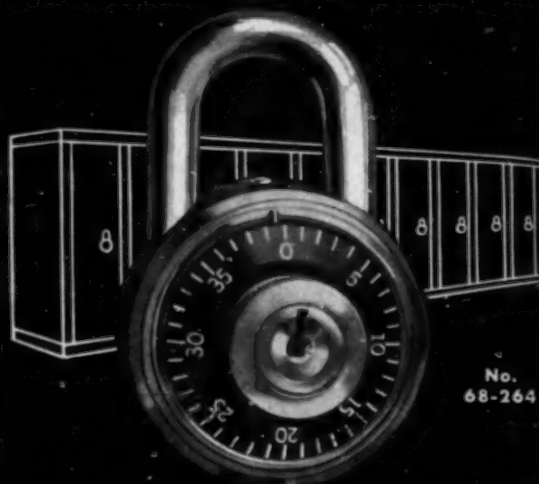


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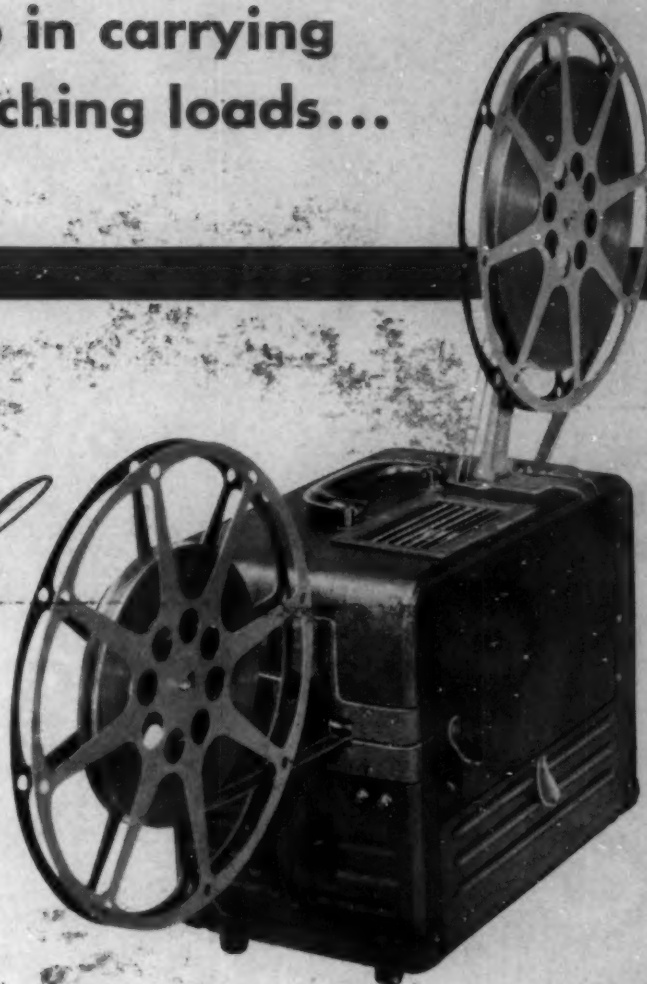
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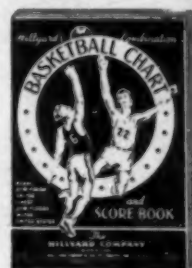
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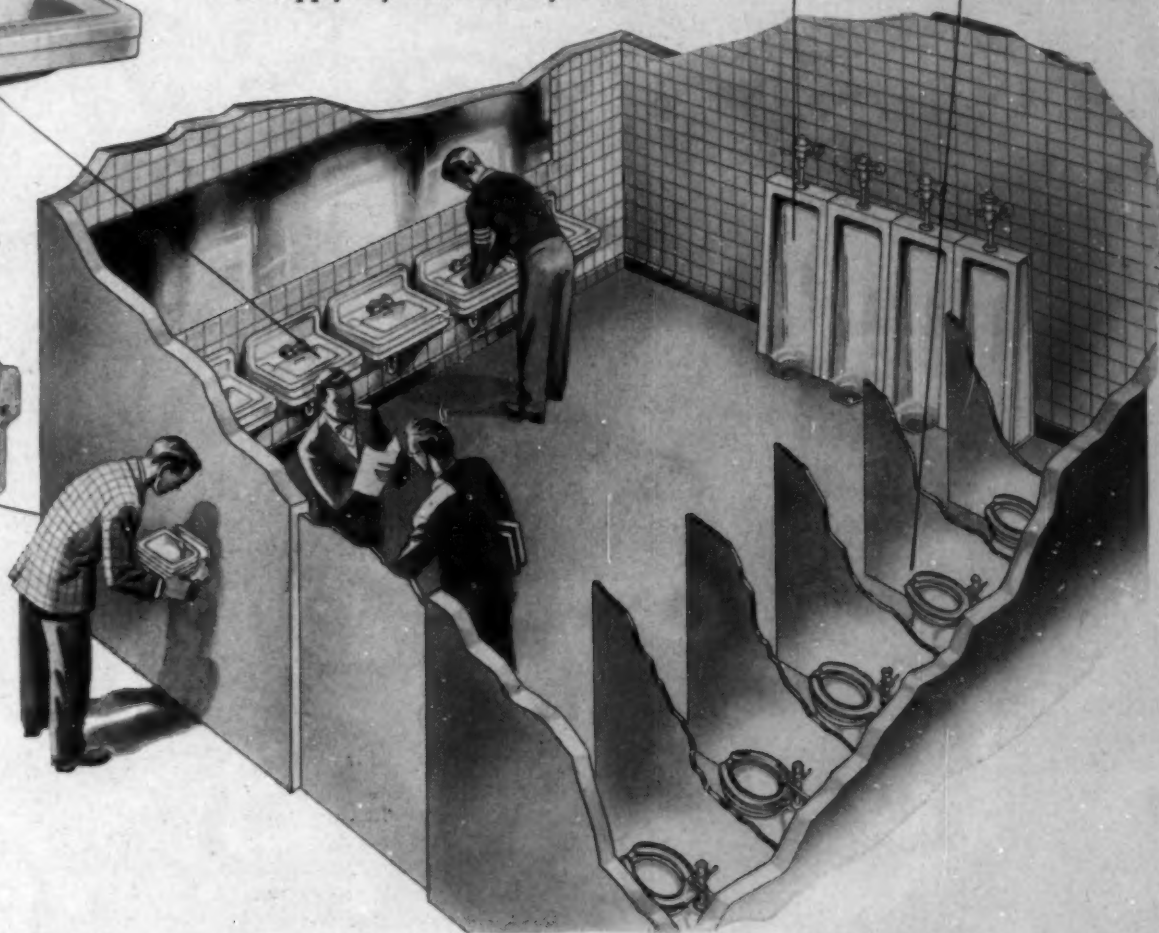
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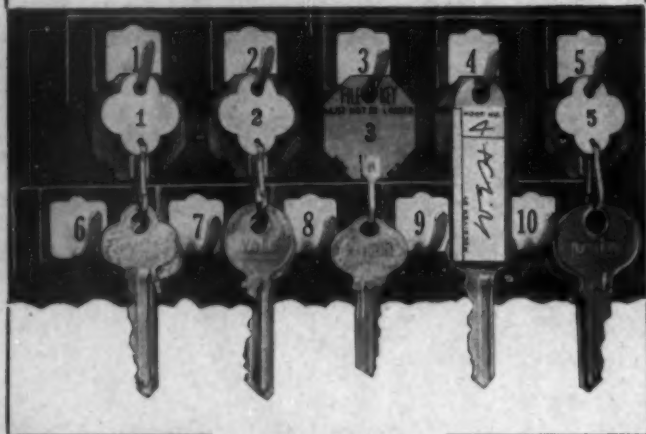


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1 TelKee is a tried and proven Visible Key-Filing—Key-FINDING System.

2 Whether there are a few keys or thousands of keys—TelKee is simple and effective.

3 It is the perfect system for knowing your keys—knowing where they are when you want to use them.

TELKEE

Reg. U.S. Pat. Off.

Visible Key Control
SYSTEM
is the Answer!

Write for Circular.

P. O. MOORE, INC.
298 Fourth Ave.
New York 10, N. Y.

4 TelKee retains a Reserve - Pattern key—never loaned. Tells you to whom other keys have been loaned.

5 Your keys are identified only by the special TelKee Cross Index—Positive Control.

6 New instruction booklet based on 14 years' experience makes it easy to set up and operate.



No.
2317-L

Clarín
super-built

STEEL FOLDING CHAIR

The superior craftsmanship of Clarín chairs explains their preference all over America. Exceedingly restful to sit on—open and close so easily and quietly—strongly reinforced for extra strength—durably finished—store in small space. Write today indicating your requirements.

CLARIN MFG. CO.

4638 West Harrison Street
CHICAGO 44, ILLINOIS

There are more *Clarín* steel folding chairs in institutional service than any other make

A Memorial with a Voice



The California Tower of Balboa Park, San Diego, pictured here, houses a thirty-two note Maas Cathedral Chime

THERE is no more beautiful tribute to our loved ones than the music of a tower carillon. And there is no more beautiful carillon... for clarity of tone... for excellence of operation, than Maas Genuine Cathedral Chimes. Maas dealers everywhere are eager to show you how Maas Chimes can be installed to your best advantage. Write for descriptive literature

MAAS CATHEDRAL CHIMES

Dept. 28 • 3015 Casitas Ave. • Los Angeles 28, Calif.

GET THE FACTS ON

THE QUIETER
FASTER
HAND
DRYER!

ELECTRIC-AIRE*

Automatic EVAPO-DRYER

This entirely new automatic hand dryer is the result of more than 22 years of experience and study of hand drying needs in buildings.

Electric-Aire Evapo-Dryer permanently solves the paper towel shortage problem. It is completely automatic, providing an uninterrupted hand drying service. It's the easy, pleasant, sanitary and modern way to dry hands. It offers ten distinct advantages over old fashioned, more costly methods.

Write for prices, delivery dates and list of ten advantages.

ELECTRIC-AIRE ENGINEERING CORP.

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*®

Also Ask About Electric-Aire Hair Dryers



ORDER NOW
FOR EARLY
DELIVERY

MAKE THESE 3 TESTS WHEN YOU BUY OATMEAL

You'll find Quaker Oats a better buy on all three counts!



1 TEST QUAKER OATS ON YOUR STEAM TABLE

1 The choice flakes will stay plump and full-bodied. This is because all Quaker Oats are made from fine, firm, plump oats. Only the choice 30% of every bushel is good enough to be Quaker Oats.



2 TEST QUAKER OATS AS A MEAT-EXTENDER

2 Here again the plump, choice Quaker Oats flakes give you better texture. They hold in the meat juices. This keeps meat loaves and hamburgers juicier, better flavored, prevents costly meat shrinkage.



3 TEST QUAKER OATS ON THOSE YOU SERVE IT TO

3 Folks who know their oatmeal prefer the delicate, nut-like flavor of Quaker Oats and its firm, flaky texture. In a recent nation-wide poll Quaker Oats was voted "best-tasting of all."



Actually, Quaker Oats won more votes than any other cereal, hot or cold!

Make these three easy tests and we believe you will agree that it pays to buy this more delicious oatmeal that stays firm and flaky wherever you use it, and assures you of absolute cleanliness.

THE QUAKER OATS COMPANY • CHICAGO 4, ILLINOIS



TYPE "H"—Made, at present time, in 15 ft. units, up to 15 rows high. Units moved bodily without dismantling.

There's a WAYNE GRANDSTAND

*For Every
Purpose*

● Representative of a wide line of WAYNE stands are the TYPE "H" Portable Grandstand and the Rolling Gymstand. Both have rugged steel construction and are built to the same high standards.

For relatively permanent installations indoors or out, the Type "H" Portable Grandstand offers the most seats for the least expense.

● Opened, the Wayne Rolling Grandstand is sturdy with maximum visibility and comfort for spectators—plus absolute safety. Closed, the stand folds against the wall to present a flat vertical surface, or the movable type may be rolled away to another position—saving many feet of usable floor space.

● Send us the measurements of your present or proposed gymnasium for our engineer's recommendation and estimate.

ROLLING GYMSTAND—One continuous operation by one person opens or closes the Rolling Gymstand.



"WAYNE STANDS



FOR SAFETY"

WAYNE IRON WORKS

Representatives in 42 cities
146 N. PEMBROKE AVE.
WAYNE, PENNA.



Wayne Iron Works
146 N. Pembroke Ave., Wayne, Pa.
Gentlemen: Please send us your new
GENERAL CATALOG.

MY NAME _____
SCHOOL _____
ADDRESS _____

FOLDING & ROLLING GYMSTANDS • PORTABLE GRANDSTANDS
PERMANENT STADIUMS



TERRIFIC TRAFFIC CALLS FOR PYRA-SEAL

Dash - Rush - Scramble . . . is the spirit that dominates the younger set. Exuberance! They seldom walk . . . but glide . . .

and slide and run. For a floor to stand such punishment you need PYRA-SEAL.

PYRA-SEAL treated floors are as tough as they are beautiful. PYRA-SEAL forms a hard, lustrous seal of protection, giving a durable slip-resistant finish that can stand tremendous punishment from active feet without showing scratch or scar. Impervious to acids, alkalis, alcohol, ink, hot or cold water. PYRA-SEAL is the perfect answer for class rooms, halls, and gym-floors.



VESTAL INC.
ST. LOUIS NEW YORK



WOOD *unchanging in its timeless appeal!*



CARROM FURNITURE CRAFTSMEN *Build* FOR THE DECADES

Nowhere, in all the world, is there any living thing more majestic, more unchanging in its timeless appeal than the giant Sequoia tree that rises to heights of 300 feet or more. These trees, found only in California's high Sierras, range from 1,000 to 3,000 years in age, and are the oldest living things in all creation.

Since the very dawn of civilization Wood has served as Man's constant ally . . . for shelter and warmth, weapons of offense and defense . . . and for the expression of Man's instinctive artistry. Men have admired the beauty of wood for countless ages. Old monasteries and castles in Europe are filled with wood tables, chairs and beds and

great, hand-hewn beams that were first put into service hundreds of years ago. Long before present-day finishes were perfected, men spent hours and days rubbing and polishing wood, fashioned and carved into many shapes . . . to bring out and "fix" the natural beauty . . . the timeless appeal that is inherent in wood.

Today, at Carrom, the cumulative knowledge for processing and fabricating Wood finds fulfillment in fine furniture, made to provide lasting serviceability and economy, combined with the grace and charm that only wood can impart . . . furniture *especially* and *exclusively* designed and built for institutional use.

LONG-LASTING FINISH

The tough, lustrous finish that is applied to all Carrom furniture, literally becomes a part of the wood itself. It will not peel or chip off regardless of climate or weather, and resists service wear to a high degree. Little scratches often disappear merely by waxing and in any case are easily touched up. Carrom Finishes are applied for lasting beauty.

CARROM INDUSTRIES, INC., LUDINGTON, MICHIGAN

New York Office: 19 W. 44th St., Ralph Berg • Chicago Office: 1503 N. Sedgwick Ave., James L. Angle

CARROM



WOOD FURNITURE FOR DORMITORY SERVICE

Our New Delivery Insurance Plan!

ORDER YOUR FUTURE SEATING NEEDS NOW - FOR DELIVERY LATER



The plan is simple. Decide now:

(1) Whether you'll want portable steel grandstands or portable wood bleachers, and

(2) What seating capacity you'll need. Then, send us a tentative order and we will give you an estimated cost and delivery date. Thirty days before probable shipping date, you will receive a firm quotation at which time you may either give us definite shipping instructions or ask us to remove your tentative order from our schedule.

Tables show a few group arrangements and capacities. Many others can be supplied.

Universal Bleachers are better and yet offer a substantial savings. Lower cost per seat—lower maintenance—longer life—greater safety—smaller investment per seat. Be sure of delivery—get on our production schedule, NOW!

PORTABLE					
Steel			Wood		
Length	Rows High	Capacity	Length	Rows High	Capacity
90'0"	8	520	75'0"	9	495
138'0"	10	1000	135'0"	10	990
198'0"	10	1430	210'0"	10	1540
234'0"	12	2028	180'0"	15	1980

Pictured at upper left is
A Universal Steel Portable Bleacher

Universal

BLEACHER COMPANY

CHAMPAIGN

Bleacher Experts for Over 30 Years
606 SOUTH NEIL STREET

ILLINOIS

ABSORBENCY

ABILITY to dry the hands quickly and completely is the most important factor to look for in any paper towel. Mosinee Towels have great speed of absorbency because they are made from pure sulphate material, which has as one of its chief characteristics the ability to absorb water FAST.

Just make the test pictured here. Flick drops of water on an ordinary paper towel. They just remain on the surface. Then flick drops on a Mosinee Towel — and watch the towel absorb them instantly! We'll provide the samples for you to make the test. Write to —



BAY WEST PAPER CO.

Green Bay, Wisconsin

A Division of Mosinee Paper Mills Co.

MOSINEE

Sulphate Towels

Prep-Towls • Zip-Towls • Trim-Towls • Turn-Towls • Roll-Towls

Everything

FINNELL

for Floor Care

MACHINES

CLEANSERS

ACCESSORIES

SEALERS

WAXES

How A Single Source of Supply Aids Economy in Floor Care

It's convenient to buy floor-maintenance equipment and related products from one source, but a single source of supply such as *Finnell* offers many more advantages. Serving all industries, *Finnell* makes equipment for every type of floor care . . . for all floors . . . all areas. From the *Finnell* line you can choose the equipment that provides the maximum coverage for your particular floors—whether maintenance calls for wet scrubbing, dry scrubbing, or dry cleaning . . . or for waxing or polishing.

Finnell also makes a full line of *Cleaners* specially developed for the greater speed of mechanical scrubbing. The cleaning action of *Finnell Cleaners* keeps pace with the speed of the machine. This cuts operating time, which in turn reduces labor costs and saves on brushes.



In waxing, too, co-ordinated economy can be effected, by doing the job mechanically with a portable *Finnell* and *Finnell-Kote*, the solid wax that's applied hot. This process produces a finish unique in wearing and protective qualities, and hence is more economical on a year-to-year cost basis.

In addition to a full line of *Machines*, *Cleaners*, and *Waxes*, *Finnell* makes several types of *Sealers* . . . also *Mop Trucks*, *Steel-Wool Pads*, and other accessories. The nearby *Finnell Floor Specialist and Engineer* is readily available for free floor survey, demonstration, or consultation . . . and for training your maintenance operators in the proper use of *Finnell* equipment. Phone or write nearest *Finnell* branch or *Finnell System, Inc.*, 4401 East Street, Elkhart, Indiana. Canadian Office: Ottawa, Ontario.

* * * *

The *Finnell* illustrated at left is a *Self-Propelled Combination Scrubber-Vacuum* for use on large-area floors. A complete cleaning unit all in one, it applies the cleanser, scrubs, rinses if required, and picks up. Has a cleaning capacity up to 8,750 sq. ft. per hour!

FINNELL SYSTEM, INC.

Pioneers and Specialists in

FLOOR-MAINTENANCE EQUIPMENT AND SUPPLIES

BRANCHES
IN ALL
PRINCIPAL
CITIES

THRILL YOUR
COMMUNITY AT
EASTER
WITH GLORIOUS
**CARILLONIC
BELLS**



For us He rose from
death again,
For us He went on high to reign,
For us He sent
His Spirit here.
To guide, to strengthen,
and to cheer.

IN these beautiful words from an Easter hymn, there's radiant promise of hope. And though we must first pass through a season of sorrow, Easter, when it dawns, brings with it the gladness of that hope realized to the full.

Then will ring out the music of bells, happy, glorious, inspiring. Through all the Christian centuries, no finer medium has ever been found for proclaiming the joyfulness of Easter.

Today, however, the massive carillons so loved in medieval times are giving place to a modern instrument—"Carillonic Bells." For "Carillonic Bells" are easily installed (no tower is necessary); and offer, at a price that any church can afford, the sweetest bell music ever heard.

Your installation can be completed in time for Easter if you wish, but inquiry should be made immediately. Write Dept. COL-81.

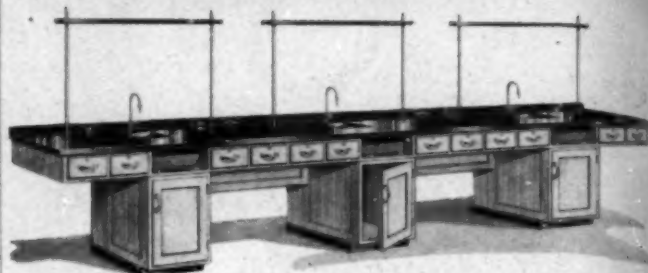
Schulmerich

ELECTRONICS, INC.
SELLERSVILLE, PA.



"CARILLONIC BELLS"
TOWER MUSIC SYSTEMS • ACOUSTIC CORRECTION UNITS
• SOUND DISTRIBUTION SYSTEMS • CHURCH HEARING AIDS •

**Quality
FURNITURE** for
LABORATORY
LIBRARY
VOCATIONAL
HOME ECONOMICS



Fifty-seven years of experience is at your beck and call to solve whatever problems you may have in connection with furniture for Laboratory, Vocational, Home Economics departments or in your Library. Peterson Quality and Planning Service has gained recognition from school Boards throughout the nation. Our experts are at your command . . . without obligation.

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WRITE
FOR
**FREE
CATALOG**

'SEXAUER' "EASY-TITE"

'SEXAUER' "EASY-TITE" 300° F. FAUCET WASHERS...

WITHSTAND EXTREME HIGH TEMPERATURES—outlast ordinary kind 6-to-1!

Stop costly faucet leaks that boost water, fuel bills and quickly ruin valuable fixtures. Pat'd. "EASY-TITES," a new laboratory triumph, are made of easy-closing DU PONT NEOPRENE that withstands hot water, upwards of 300°F. Fabric-reinforced like a tire, "EASY-TITES" won't split or mush out of shape.

As advertised in THE SATURDAY EVENING POST, over 2,000 highly specialized 'SEXAUER' Triple-Wear Replacement Parts and pat'd. Precision Tools are improving plumbing-heating maintenance everywhere.

They're illustrated and described in the big, revised 'SEXAUER' Catalog—98 helpful pages. Send a postcard for your free copy TODAY. J. A. SEXAUER MANUFACTURING CO., INC., 2503-05 Third Ave., New York 51, N. Y.

WRITE Dept. UI

SEXAUER

SPECIALISTS IN PLUMBING AND HEATING
MAINTENANCE MATERIALS FOR 27 YEARS



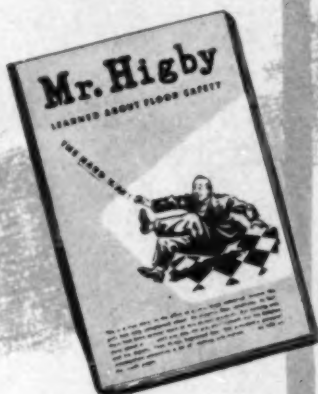
THIS USED TO HAPPEN

Twice-as-often

Slip and fall accidents disabled more employees than any other cause, save one. So in 1944, this airline company instituted the *Legge System of Non-Slip Floor Maintenance*. In two years since, these accidents dropped 56%...now rank as a minor cause of disabled personnel.

LEGGE-KEPT FLOORS UP TO 95% SAFER

In leading buildings and plants, the Legge System has *proved* it reduces slip and fall accidents up to 95%. It is often recommended by casualty insurance companies.



DO NON-SLIP FLOORS *PAY?*

You'll find the answer in our free booklet, "Mr. Higby Learned About Floor Safety the Hard Way." It analyzes the "hidden costs" of unsafe floors; shows how a Legge floor safety program helps reduce many "fixed" overhead expenses

It also describes how you get a floor upkeep plan *personally engineered* to your needs by a Legge advisor.



Then it tells how this tailor-made plan eliminates extra labor, excessive use of materials and rapid floor deterioration... so you can actually cut floor maintenance costs up to 50%!

THIS BOOKLET IS YOURS WITHOUT OBLIGATION

You will find it worthwhile reading. To send for your copy, clip the coupon to your letterhead and mail.

LEGGE
SYSTEM

OF NON-SLIP FLOOR MAINTENANCE

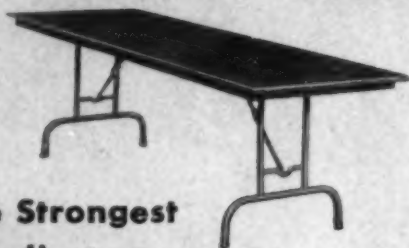
WALTER G. LEGGE COMPANY, INC.

New York • Boston • St. Louis • Chicago • Ft. Worth • Seattle • Cleveland
Los Angeles • Washington, D. C. • Denver • Rochester • Pittsburgh • Detroit

WALTER G. LEGGE CO., INC.
11 West 42nd St., New York 18, N. Y.
360 N. Michigan Ave., Chicago 1, Ill.
Gentlemen:
Please send me your free book, "Mr. Higby Learned About Floor Safety the Hard Way."

Signed _____
Title _____
Type of Floor _____
Area _____ sq. ft. c13

Mitchell FOLD-O-LEG tables



The Strongest Handiest Folding Table Made!

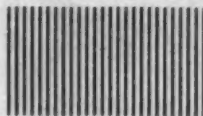
The most popular folding tables for college use ... provide 25% greater seating capacity without knee interference ... store in 300% less space ... rigid when set up.

Fold-O-Leg Tables are good looking, with satin finish tops of brown tempered Masonite ... resistant to liquids, oils and grease; with sturdy tubular steel folding legs finished in brown enamel. For years of satisfactory service, use FOLD-O-LEGS.

WRITE FOR DESCRIPTIVE FOLDER

MITCHELL MFG. COMPANY

2734 S. 34TH STREET • MILWAUKEE 7, WIS.



DUDLEY protects your budget, too

You'll like Dudley's plan for self-financing protection. It's the budget-saving way to solve your school's locker problem with a complete installation of Master-Charted Dudley Locks. You get schoolwide protection without spending a dime from your equipment budget.

Tough Dudley Locks have set a standard of school protection for over 26 years. Write for details of the Dudley self-financing plan now used by many schools.



RD-2

DUDLEY LOCK CORPORATION

Dept. 122, 570 W. Monroe St., Chicago 6, Ill.

New...1000 Watt Projector *Gives you Everything*

FROM 3 1/4 x 4 DOWN TO 2 x 2 (35mm.) SLIDES PLUS FILMSTRIP



ALL-PURPOSE
MODEL



DOUBLE BLOWER COOLED

Showing adaptations of All-Purpose Model from basic GoldE units which may be purchased individually.

GoldE ALL-PURPOSE now brings you unmatched versatility in high efficiency, long range projection of color and black and white slides *plus* film-strip. More light per watt ... yet cooler! *Attractively priced.* Immediate delivery.

Write for Bulletin No. 473

GoldE Manufacturing Co. 1222-B W. Madison Street
Chicago 7, U. S. A.

WANT ADVERTISEMENTS

POSITIONS WANTED

Physical Plant Manager—Competent superintendent of buildings, grounds, power plant, utilities, construction, farm and recreational areas; efficient personnel, purchasing, refectory, laundry and business manager; of broad training and extensive experience serving many years with a foremost college. Write Box CW 27, COLLEGE AND UNIVERSITY BUSINESS.

Director of Buildings and Grounds—A.B., B.S. and M.E. (1931), 15 years' experience, desires to improve his position in same or related field as purchasing agent, business manager, administrative assistant, or consultant. Write Box CW 30, COLLEGE AND UNIVERSITY BUSINESS.

POSITIONS OPEN

Supervisor of Building Maintenance—With architectural or structural engineering background; should have experience as supervisor of building maintenance and trades; write stating experience, when available, and salary desired; application will be kept confidential; Chicago metropolitan area. Write Box CO 11, COLLEGE AND UNIVERSITY BUSINESS.

The rates for want advertisements are: 10 cents a word; minimum charge, \$2.50.

Address replies to

COLLEGE AND UNIVERSITY BUSINESS
919 N. Michigan Avenue, Chicago 11, Ill.

HEINZ SOUPS

51-OUNCE SIZE

Save Time

Eliminate Waste

Save Money



Heinz Condensed Soups in 51-oz. tins. Each tin serves twenty 5-oz., seventeen 6-oz. or fourteen 7-oz. portions. A number of popular and appetizing Heinz varieties that save time and labor are now available.

SERVE Heinz time-saving, labor-saving, economical, institutional-size soups!

Heinz Soups in 51-ounce packages give important service and economy advantages that will prove as helpful to you as to the thousands who are using this modern soup service.

Heinz Soups are easy to serve. They offer greater variety from the same kitchen space. They economize on help . . . assure accurate control of costs . . . eliminate waste.

Most important of all, they're extra nourishing and have the lure of "home-cookin'" flavor that appeals to all appetites. Your Heinz Man will gladly show you the Cost and Portions Chart.

Write for FREE recipe book, "Quantity Recipes Using Heinz Condensed Soups". Address Hotel and Restaurant Division, H. J. Heinz Company, Pittsburgh 30, Pa.

Ask Your
Heinz Man
About

HEINZ 57 SOUPS



SAFE MODEL



PROJECTION TABLE T-134



SECTIONAL CAB. MM20



FILM RACK RX250

KEEP FILMS SAFE

VISIT OUR BOOTH
H21-23
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CLEANING MACHINE CL16



NO. 1 REWIND BOARD



STRIP FILM CABINET MF 6

Write for Illustrated Literature

Neumade 431 PRODUCTS CORP.
WEST 42 STREET NEW YORK, N.Y.

Permanent

It only costs 3c per dozen to mark gym clothing, linens, towels, coats, aprons, etc.

APPLEGATE'S INDELIBLE INK
(Heat Required)

This silver base marking ink will never wash out—will last the full life of any cloth fabric.

XANNO INDELIBLE INK
(No Heat Required)

Will last many washes longer than other inks NOT requiring heat to set.

MARKERS

The ONLY inexpensive marker made that permits the operator to use both hands to hold the goods and mark them any place desired.

Send for sample impression slip.

APPLEGATE CHEMICAL CO.
5630 Harper Ave., Chicago 37, Ill.



NAME, DEPT., DATE
ONE OR ALL AT
ONE IMPRESSION



CUB I-40

FOOT POWER LINEN MARKER

50 YEARS OF SERVICE
1898-1948



Who will fill them?

Who will fill the shoes of the valued and trusted employe who leaves your college or university? When you set up a new department or when your institution grows to a point where new department heads or assistants are needed, how will you select exactly the right person for the job? There is probably no more difficult and delicate combination of personal qualifications required anywhere than in building an efficient, smoothly functioning college or university organization. You must have a sufficient number of qualified applicants from whom a genuine choice can be made. No matter how excellent the opportunity you

offer, to attract the precisely right person many people must be told about it. Tell them about your opening in a Classified advertisement in **COLLEGE AND UNIVERSITY BUSINESS**. During these days of personnel migration, it is vital to your institution that adequate personnel be secured immediately to replace employes who have accepted appointments elsewhere or to provide necessary staff for new departments. **COLLEGE AND UNIVERSITY BUSINESS** is the only magazine in the United States reaching the people who would be most interested in your need or availability. Over 5,000 college business managers, comptrollers, purchasing agents, superintendents of buildings and grounds, residence hall directors, and food service managers receive and read **COLLEGE AND UNIVERSITY BUSINESS** every month. You can save time by advertising your personnel needs in the classified advertising section of this magazine.

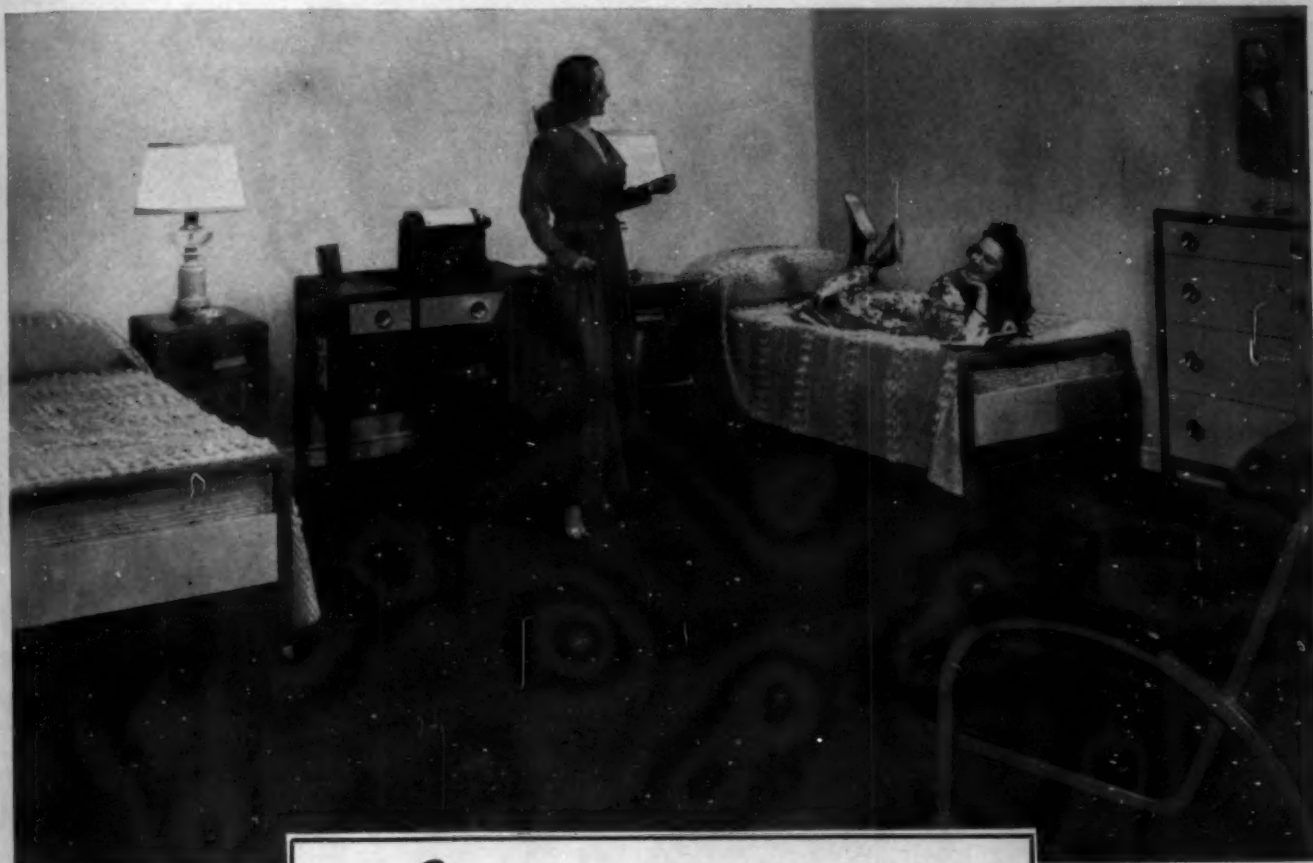
Cheerful • Colorful

SIMMONS is the furniture of youth!

This is the kind of room students like to write home about. No wonder! Look at the clean, modern lines of this postwar Simmons furniture. Cheerful colors, too . . . the way furniture for the younger generation ought to be.

Simmons hasn't overlooked economy, either! And you'll find real *prewar quality* here . . . chairs, beds, dressers and desks that will keep their original good looks in spite of dormitory wear and tear.

Write us for name of nearest Simmons distributor—and find out about furniture to fit your space and budget.



Simmons Company

Dormitory Division
Display Rooms

Chicago 54, Merchandise Mart
San Francisco 11, 295 Bay Street

New York 16, One Park Avenue
Atlanta 1, 353 Jones Ave., N. W.

WHAT'S NEW

JANUARY, 1948

Edited by Bessie Covert

TO HELP you get more information quickly on the new products described in this section, we have provided the postage paid card opposite page 40. Just circle the key numbers on the card which correspond with the numbers at the close of each descriptive item in which you are interested. COLLEGE and UNIVERSITY BUSINESS will send your request to the manufacturer. If you wish other product information, just write us and we shall make every effort to supply it.

Electronic Transcribing Machine

The new Electronic Transcribing Machine, Model "BE," is designed for



perfect voice reproduction and has features which permit fast, easy, accurate transcription. The feather-light headset weighs only 1.2 ounces. It is the chin type which permits freedom of head movement and affords no opportunity of mussing the operator's hair. The "BE" is built to operate either with the headset or with a "soft speaker" if conditions permit.

The electronic controls on the new model make voices loud or soft, fast or slow. Three dials permit adjusting for volume, speed and tone. The red arrow automatically matches dictation on the cylinder with marks on the indication slip. Any dictation can be readily repeated by pressing the new, improved and comfortable continuous foot control backspacer or the manual auxiliary. A new switch cuts off any machine noises while not actually transcribing. The machine is available in two "off-the-desk" cabinet models as well as the desk set. Dictaphone Corporation, Dept. CUB, 420 Lexington Ave., New York 17. (Key No. 713)

Coffee Makers

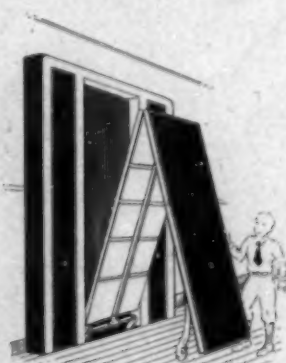
The Tri-Saver Coffee System, for making coffee without the use of urn bags or filter paper, is now available in all institutional urns, including single urns, combination urns and 3 piece batteries. The urn bags and filter paper are replaced by a permanent, stainless steel filter which filters coffee through a specially-constructed bottom. This patented device eliminates the danger of spoiled

coffee as it holds the coffee grounds safely above the coffee level in the liner. The new Tri-Saver units can now be supplied in capacities from 20 to 60 gallons for each urn and the 3 piece battery can serve up to 2000 persons at one time. S. Blickman, Inc., Dept. CUB, Weehawken, N. J. (Key No. 714)

Against-the-Wall Folding Tables

A newly designed metal cabinet has been developed to hold the Schieber In-Wall folding tables and benches for installation in existing buildings. The new device permits attaching the units to the wall of a room, gymnasium or other area which can serve a double purpose. Thus the space can be used as a cafeteria or lunchroom by simply opening the cabinet and bringing down the tables and benches. After use they are neatly folded back into the cabinets and the room is again ready for teaching, gymnasium, practice or study.

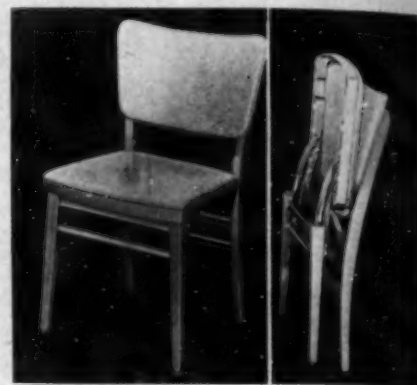
The new against-the-wall unit consists of a steel cabinet 7 inches in depth with well rounded corners, tops and sides. Each cabinet holds a folding table and two folding benches which, when unfolded and in position for use, are nearly 14 feet long and capable of seating 20 students at one time. The mechanism for opening and setting up



the tables and benches and for returning them to the cabinets is such that, although the tables and benches are heavy, they can be operated by a single individual with a minimum of effort. The new cabinets are neat in appearance and take up but little space, especially considering the saving afforded by making the room do double duty. Schieber Mfg. Co., Dept. CUB, 12720 Burt Rd., Detroit 23, Mich. (Key No. 715)

Magnesium Folding Chairs

The new Rastetter Solid Kumfort Chair gives the appearance of an at-



tractive, sturdy general duty chair, yet it quickly and easily folds when not needed, stacks flat and is extremely light in weight. The chair was styled by the William Schorn Associates and is a large, luxurious unit with a rich finish in natural metallic, walnut, maple or mahogany shades. There are two styles available, No. 482, illustrated, and No. 481. Both have wide, comfortable cushions on seat and back, upholstered with leatherette in harmonizing shades.

The chairs are made of magnesium, the strong, light structural metal. This is responsible for the lightness of weight. The Rastetter hinge and brace make it possible to fold or unfold the chair in one simple action. It is built for comfortable sitting and for long wear under even severe usage. Louis Rastetter & Sons Co., Dept. CUB, Fort Wayne 1, Ind. (Key No. 716)

Creamer Unit Cover

A new cover for creamer units in fountains has been developed as an aid in soda fountain sanitation. It is made entirely of stainless steel and is hermetically sealed. The cover may be immersed in boiling water for cleaning and sterilization and the dripless hinge forms a part of the cover body. There are no screws or bolts to loosen and the new cover is standard equipment on the company's line of "Superior" soda fountains. The Bastian-Blessing Co., Dept. CUB, 4201 Peterson Ave., Chicago 30. (Key No. 717)

Colt Autosan R-100 Machine

The new Autosan R-100 dishwashing and sanitizing machine has a built-in soil removing section which operates as



an integral part of the machine. Sixteen spray nozzles, eight above and eight below the conveyor, operate automatically to preflush soiled dishes with a lukewarm shower. Heavy soil is thus swept into the deep drawer-type scrap tray from which it passes into the waste line, thus leaving practically nothing to contaminate the wash solution. Soil is easily removed from the scrap tray by means of a sliding door at the front of the hood.

A built-in automatic start and stop mechanism on the heavier conveyor prevents damage in case of obstruction. Individual motor and pump units for wash and rinse tanks are mounted each on a single pedestal base, a magnetic switch is provided for control of each motor and provision is made for free circulation of air to keep motors cool. Other improvements in the new model R-100 include welded hood and tank, dial-type temperature gauges for each operation, tanks individually heated with separate steam injector and valve and a removable end plate to facilitate cleaning. **Colt's Manufacturing Co., Dept. CUB, Hartford 15, Conn. (Key No. 718)**

RCA Wire Recorder

The new RCA Wire Recorder is light in weight, portable and incorporates a simple "plug-in" loading cartridge that eliminates the handling of wire. Three simple controls make it possible for students or non-technical personnel to operate the recorder and provide for immediate playback and automatic erasure.

The wire recorder provides a quick and easy procedure for recording and reproducing sound for teaching languages, music and dramatic art, for speech correction methods and public speaking and for self-training for the teacher or rehearsal of lectures or talks by teaching personnel and college executives. An indicator light shows correct recording volume, thus ensuring good quality recordings regardless of the skill of the user.

The recorder is housed in a streamlined black and silver plastic cabinet

with a disappearing carrying handle. It operates from an ordinary light socket. **Radio Corporation of America, RCA Victor Div., Dept. CUB, Camden, N. J. (Key No. 719)**

Electric Ranges

The new line of General Electric ranges will be of particular interest to the Home Economics department. The new ranges have built-in six quart pressure cookers, high power broiler unit and improved surface units for faster cooking. All new models have been improved for faster and easier operation.

The unit with the built-in aluminum pressure cooker occupying the deep-well position in the range offers opportunity for teaching the use of this method of cooking. The utensil, however, can also be used on a surface unit and, with a substitute lid, serves as a conventional cooker. This and other improvements in the new ranges will take the attention of the home-making instructor and those concerned with planning and purchasing for this department. **General Electric Co., Dept. CUB, 1285 Boston Ave., Bridgeport 2, Conn. (Key No. 720)**

All-Service Can

The new Lawson 200 All-Service Can is suitable for waste disposal or for food or other storage. The mushroom type cover prevents the escape of odors and also closes the can tightly enough to make it suitable for storage purposes.

The can has a drawn rounded bottom and all welded seams which provide smooth edges inside for easy cleaning. Both can and cover are sturdily constructed for long, hard wear and the



large rolled rim at the top gives added strength. A welded on, rounded steel ring at the bottom acts as a floor-protecting skid and the can has two handles for easy carrying.

Made of 18 gauge black steel, dip galvanized, the can is available with or without cover. It is 24 inches high, without cover, and 18 inches in diameter. **The F. W. Lawson Co., Dept. CUB, Cincinnati 4, Ohio. (Key No. 721)**

Revere 16 mm. Sound Projector



The new Revere 16 mm. sound motion picture projector is designed to provide high quality tone and picture projection at low cost. The exclusively designed speaker chamber affords full range tone adjustment, permitting perfectly controlled sound projection for large or even the smallest rooms.

Constructed as a single unit containing projector, speaker and carrying case, the new machine has connections for microphone and phonograph pickup and is exceptionally light in weight, thus making it easily portable. The projector is designed for simple threading and has positive rewind and 750 watt brilliancy with fast 2 inch F 1.6 coated lens. Offering both sound and silent projection, the unit operates on both AC and DC and has a 1600 foot film capacity. **Revere Camera Co., Dept. CUB, 320 E. 21st St., Chicago 16. (Key No. 722)**

Rubberized Dampcoat Enamel

Wilbur and Williams' Dampcoat enamel has now been rubberized to resist moisture, chemicals, constant washings and fungus. It is designed for satisfactory use on cold, damp or wet surfaces in storage rooms, shower rooms, kitchens, basements and similar locations. At the same time it is a high gloss enamel which dries in approximately one hour and can be applied by brush or spray.

Known as Rubberized Dampcoat Enamel, the coating is practically odorless and contains no ingredients to affect food products. It can be used in sub-zero temperatures or on steam pipes. It is resistant to food acids and to alkaline cleaners. One gallon covers approximately 350 to 450 square feet, depending on porosity, and it is available in black, white, light gray, aluminum and eight colors. **The Wilbur & Williams Co., Dept. CUB, Boston 15, Mass. (Key No. 723)**

Colorslide Projector

The new Spencer MK Delineascope is a 2 by 2 inch colorslide projector de-



signed to provide greater screen brilliance, more even illumination from edge to edge, coolness of operation and slide safety. The new projector features a 5 inch focus $f/3.75$ achromatically corrected objective which transmits more light and gives needle-sharp definition. The new slide carrier automatically centers glass, cardboard or metal slides in the focal plane.

The new projector is available in 150, 200 and 300 watt models. The spiral focusing is rapid and precise and the heat-absorbing glass assures slide safety. Fan cooling is provided in the 300 watt model. A double protected lamphouse and efficient ventilation system keep the projector cool enough to handle at all times. It is contained in a compact carrying case with side opening which also holds accessories and slides. American Optical Co., Dept. CUB, Southbridge, Mass. (Key No. 724)

Fluorescent Desk Lamp

The new No. 20000 fluorescent desk lamp is streamlined in design and finished in statuary bronze with chrome finish. A removable receptacle in the base can be used as a utility tray for pen and pencil, for clips, rubber bands and other needed items or as an ash tray.

The lamp is 12 1/4 inches high and the base has a diameter of 7 1/4 inches. The shade is 19 inches long. The lamp has a turn-button switch in the base and a 10 foot rubber-covered cord with unbreakable plug. Faries Manufacturing Company, Dept. CUB, Decatur, Ill. (Key No. 725)

Dormitory and Classroom Locks

The new Best classroom lock has been designed especially to prevent the possibility of a classroom door being locked from the inside by a student. The dead bolt can be locked or unlocked by a key from the outside but it cannot be locked from the inside. However, the dead bolt

is unlocked from the inside merely by a turn of the knob so that egress from a room is never hampered by the lock. The unit is so designed that it can be installed above the present lock in existing buildings. The new lock is particularly well suited for dormitory use. Best Universal Lock Co., Inc., Dept. CUB, 10 N. Senate Ave., Indianapolis 4, Ind. (Key No. 726)

Film Sprocket Guards

The new Bell & Howell film sprocket guards are designed to prevent film from jumping off the sprockets of 16 mm. Filmo projectors. The new guard is engineered to accommodate the difference in film curvature when a torn perforation passes over the sprocket. When this happens, the new guard keeps the film curved smoothly around the sprocket, teeth correctly engaged, and thus prevents jumping off and further damage. The Safe-lock Sprockets and guards also protect the film in case of incorrect threading. Bell & Howell Co., Dept. CUB, 7100 McCormick Rd., Chicago 45. (Key No. 727)

Miessner Phonoscope

The Miessner Phonoscope, for audio-visual education, which was developed by Dr. W. Otto Miessner and used by him in his music education classes, has been put into production and is now available for general use.

The Phonoscope synchronizes sight and sound, combining the use of a high fidelity phonograph with a 35 mm. strip film projector which indexes the contents of the record being played on the phonograph. It was designed primarily for instruction in the music and foreign language fields but can be used in other classes where audio and visual methods can be combined.

The optical scanning portion of the Phonoscope, its individual feature, consists of a letter size piece of paper, or a film strip, previously prepared, showing in printed form the contents of the record being played. The paper chart is inserted in a chart holder on the phonograph and a tiny line of light moves in synchronization with the tone arm of the phonograph, thus acting as a pointer for specific information on the chart which coincides with the music on the record. Film strip is similarly used, for group teaching, with the projector which is part of the unit. Thus students can follow the description of the music, language or other lesson as it is heard and any part can be repeated accurately and instantly by picking up the tone arm and moving it until the line of light reaches the point opposite the information describing the section to be

repeated. It can be used for group or individual instruction or for specific training in music or language courses. Ear phone attachments are available. Angle Products Corp., Dept. CUB, Rochester 11, N. Y. (Key No. 728)

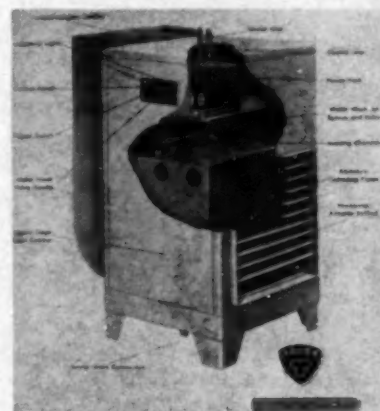
Portable Incinerator

The new Plibrico Portable Incinerator is designed for the safe and easy disposal of wet or dry refuse. Made in three sizes with grate widths of 24, 36 and 48 inches, the new incinerator is a steel-cased unit, finished in aluminum paint, shipped complete and ready to operate when connected to a suitable stack or breeching. It can be easily moved as changing conditions require and a steel stack of the proper height and diameter can be furnished as optional equipment. An auxiliary gas burner is also available where a large proportion of wet refuse is to be burned. Plibrico Jointless Firebrick Co., Dept. CUB, 1800 Kingsbury St., Chicago 14. (Key No. 729)

Trion Electric Air Filter

The Trion Electric Air Filter is designed to cleanse the air of pollen, smoke, dust and other undesirable elements, thus permitting only clean air to be circulated. The dirt and dust trapped by the filter adheres to plates which are cleaned by turning on an easily accessible water valve on the control panel. The plates are washed and the dirt flushed into the sewer.

The unit is easily connected to the heating or air conditioning system and the water, electric and drain connections are easily accessible and permit simplified installation. The water valve and electric switch are interlocked mechani-

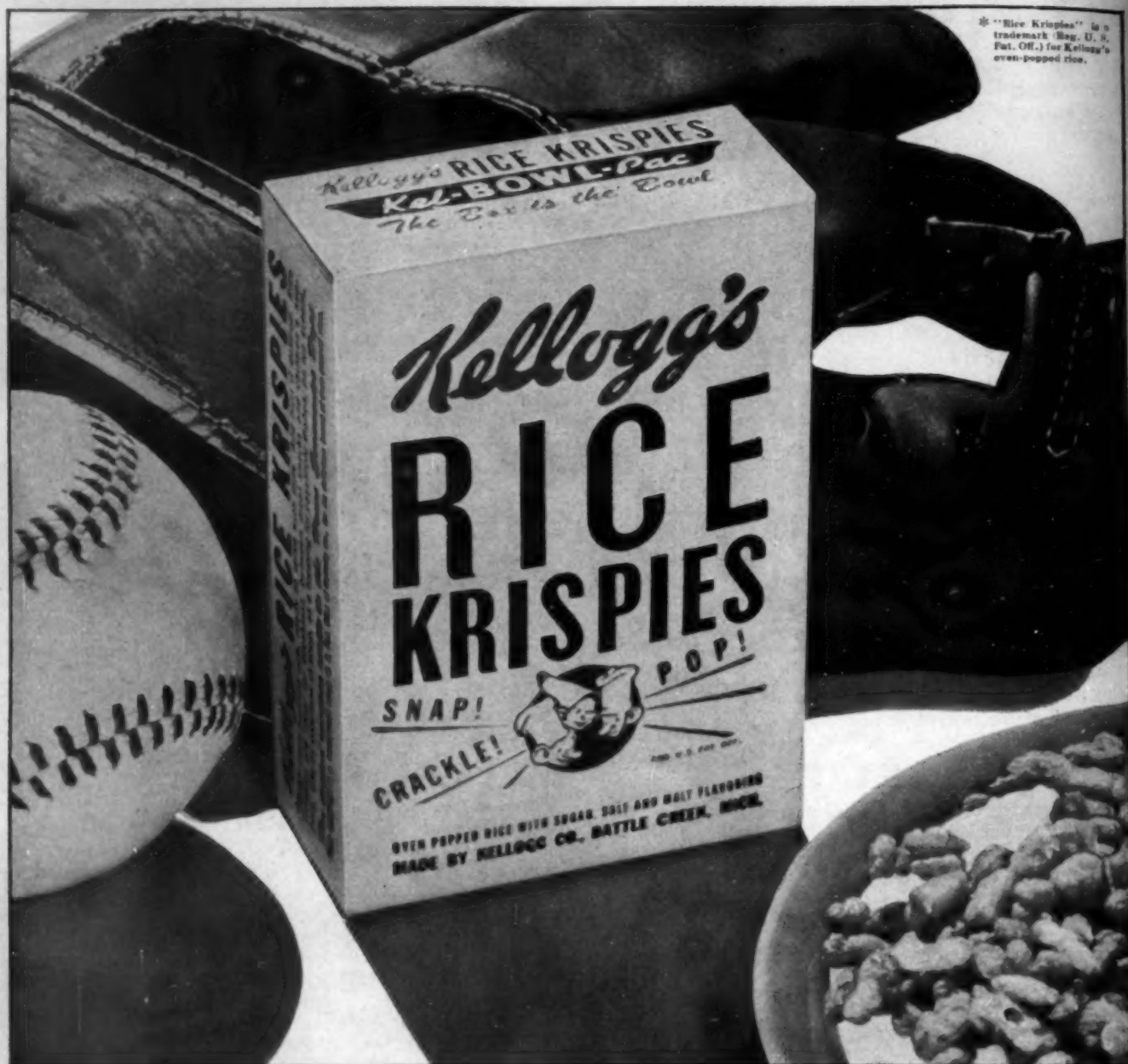


cally and electrically for safety and convenience. The unit is economical to operate and should effect savings in cleaning and decorating costs because the dirt is taken out of the air. Trion, Inc., Dept. CUB, McKees Rocks, Pa. (Key No. 730)

Product Literature

- A teaching aid, which will also prove helpful to those responsible for the purchase and care of linens for dormitory and gymnasium use, has been issued by Cannon Mills, Inc., 70 Worth St., New York 13. "The Buying and Care of Terry (Turkish) Towels" is a unit consisting of a 16 page booklet on the subject together with three wall charts, 22 by 34 inches in size, entitled "A Terry (Turkish) Towel Has Two Jobs," "How to Launder Terry Towels," and "Buying Guide for Towels." The material has been completely revised and brought up to date and is available in single units or in quantity. (Key No. 731)
- The ADCO Flow Meter of the orifice type for indicating, recording and integrating the flow of steam, gas and air is described in a new 12 page illustrated Bulletin No. 35-83A issued by American District Steam Co., North Tonawanda, N. Y. Details of construction, information on orifice plates and other helpful data are included. (Key No. 732)
- "Kewanee Power Boilers Operation and Care" is the title of an informative booklet issued by Kewanee Boiler Corp., Kewanee, Ill. The booklet covers rules to remember in the operation and care of high pressure boilers, construction of boiler, putting the boiler in service, hand firing and other details of operation and maintenance. (Key No. 733)
- "Maps & Globes for Schools" is the title of Catalog MG. 48 issued by Weber Costello Co., Chicago Heights, Ill. This very complete listing of maps and their accessories and globes with stands is fully illustrated, some pages in full color, and describes maps and globes for social studies, political-physical maps, polar projection world chart, semi-contour maps and globes, illustrated American history maps, world history maps, panel maps, state maps and other items in this company's complete line. (Key No. 734)
- A new 48 page supplement No. 114 to their master catalog No. 112 has been issued by Allied Radio Corp., 833 W. Jackson Blvd., Chicago 7. The supplement covers the most recent developments in radio and electronic equipment with price information. (Key No. 735)
- Staffordshire Welt-Edge Vitrified China, developed for durability in use while providing a charming festive appearance, is illustrated and described in a folder issued by Shenango Pottery Co., New Castle, Pa. This ivory tinted china with smart decorations has a welt edge and is made of fine material with fine workmanship. (Key No. 736)
- Complete information on Marlite plastic finished wall and ceiling paneling, Marsh moldings and Marsh bathroom accessories is given in an 8 page catalog published by Marsh Wall Products, Inc., Dover, Ohio. Detailed instructions and specifications, sketches and descriptive copy for installation procedure, cross-section installation drawings and swatches of all available Marlite colors make the catalog particularly helpful to administrators, architects and building committees planning new buildings or rehabilitation of present facilities. (Key No. 737)
- To teach students additional skills and enable them to handle the Mimeograph duplicating machine efficiently, an essentially self-teaching textbook for advanced commercial courses has been prepared by A. B. Dick Co., 720 W. Jackson Blvd., Chicago 6. Secretaries and others having responsibility for preparing bulletins or other duplicated material will find the new book an invaluable aid. Entitled "Fundamentals of Mimeograph Stencil Duplication," the new textbook was edited by Peter L. Agnew, Ph.D., New York University, and Professor Russell N. Casler, Northwestern University, collaborated in preparing the text. Fifteen assignments covering all phases of stencil duplicating are given, each standardized in presentation. Purpose, materials needed and detailed procedure are covered and each point is fully illustrated. Problems from common business and school duplication situations are given as models and the material is so presented that the student can proceed with a minimum of assistance from the instructor. (Key No. 738)
- Interesting information on the history of china making in the United States is given in a booklet compiled by the Vitrified China Association, Inc., 1019 Shoreham Bldg., Washington 5, D. C., entitled "American Vitrified China." A two page spread illustrates examples of fine American made china. Other details covered in the booklet include the complete story of making fine china, how to care for china and how to distinguish china from other wares. The material was prepared with the cooperation of the leading American manufacturers of vitrified china and should prove of value as teaching material in home making classes. (Key No. 739)
- A 20 minute, full color sound motion picture, "Saving With SUIAP," dramatically presents a new, simple system of accounts receivable control. SUIAP denotes the Simplified Unit Invoice Accounting Plan developed by the Systems Division of Remington Rand, Inc., 315 Fourth Ave., New York 10. Prints of the film are available in all Remington Rand offices. (Key No. 740)
- The control of noise is of vital importance to educators. Hence, the revised edition of the booklet, "Sound Conditioning — Quiet Comfort for School and College," published by The Celotex Corporation, 120 S. La Salle St., Chicago 3, will be of particular interest. This is especially true since the booklet answers specific questions on the subject of sound conditioning educational institutions in addition to general information on the subject of noise and its control. (Key No. 741)
- A helpful booklet entitled "Letter Perfect" has been prepared by the Royal Typewriter Company, Inc., 2 Park Ave., New York 16. The school administrator will find the material it contains beneficial for the office staff and of particular value to the commercial department in the teaching of typewriter operation. (Key No. 742)
- The "Model K Dillon Universal Tester" is described and illustrated in a 16 page brochure giving detailed information on the machine developed for low capacity testing for tensile, compression, transverse or shear. The machine, portable, light in weight and low in cost, was developed by W. C. Dillon & Co., Inc., 5410 W. Harrison St., Chicago 44. (Key No. 743)
- "Toast-Ways to Profit!" is the title of an attractive, illustrated booklet published by the Toastmaster Products Division, McGraw Electric Co., Elgin, Ill. It gives a number of recipes for dishes which can be advantageously served with toast and the booklet is illustrated in color and in black and white. (Key No. 744)
- A leaflet recently issued by the Ricwil Company, 1562 Union Commerce Bldg., Cleveland 14, Ohio, Form 4709, gives interesting data, including illustrations, on the conversion of a surplus wartime hospital into a college. (Key No. 745)
- Two descriptive folders are available covering the Pony Washer developed by The Prosperity Company, Inc., Syracuse 1, N. Y. The small, fast handy all-metal washer for special loads, left over loads and other small quantities of laundry, which can now be done without the necessity of starting up the large machines, is illustrated and its features and uses described. Technical information and specifications are included. (Key No. 746)
- Stencil and gelatin duplicators and supplies for all duplicators are described and illustrated in Catalog 47A, "Presenting Heyer Quality," recently issued by the Heyer Corporation, 1862 S. Kostner Ave., Chicago 23. (Key No. 747)

* "Rice Krispies" is a trademark (Reg. U. S. Pat. Off.) for Kellogg's oven-popped rice.



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